



RFP NO. 2023-RFP-212

Vision Zero Strategy (Roadway Safety Planning & Public Engagement)

Proposal Without Cost

NOVEMBER 2, 2023

PREPARED FOR THE CITY OF PALM DESERT
BY ALTA PLANNING + DESIGN, INC.

IN ASSOCIATION WITH
IDEA PEDDLER, LLC.

alta



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A.

Cover Letter





Chris Gerry

City of Palm Desert
73-510 Fred Waring Drive
Palm Desert, CA 92260
cgerry@cityofpalmdesert.org

NOVEMBER 2, 2023

RE: Vision Zero Strategy (Roadway Safety Planning & Public Engagement) - 2023-RFP-212

Dear Mr. Gerry, Mr. Al-Beitawi, and Members of the Selection Committee:

Congratulations on being selected for a Safe Streets and Roads for All (SS4A) Action Plan Award to prepare a transformative Vision Zero Strategy for your community. We at Alta Planning + Design, Inc. (Alta) are pleased to submit this proposal to assist the City of Palm Desert with delivering this important initiative and catalyzing needed change.

Alta developed the Coachella Valley Link (CV Link) Master Plan and is currently leading the design, engineering, and construction support for this 50-mile pathway of national importance that connects Coachella Valley and key destinations in Palm Desert. We coordinated with the City throughout these efforts. Alta is also providing grant support, bikeway design, and engineering services to the City of Coachella to advance their Connecting Coachella initiative.

Alta has developed actionable Safe Routes to School and Safe Routes for Seniors plans for local and regional clients throughout Southern California. We have worked closely with clients on safety-focused project nationwide. Alta works at the forefront of this field, leading the way in developing national guidelines and performing vulnerable user research for the National Cooperative Highway Research Program (NCHRP) and the US Department of Transportation. Alta brings an acute awareness of vulnerable user risks and needs in planning and infrastructure design and have experience building consensus, understanding behavioral shifts, identifying appropriate countermeasures, and defining ambitious, but realistic, change. Further, our multidisciplinary approach to planning ensures that our engagement, analytics, engineering, and grant-writing expertise inform our planning process. This approach results in recommendations and outcomes that are not only supported by the community, but are also founded on robust data analysis and primed for funding.

Alta is proud to team with Idea Peddler, LLC to deliver Palm Desert's Vision Zero Strategy. Idea Peddler has been a close creative partner of the City of Palm Desert's Travel and Tourism Department for the last five years. Operating at the intersection of creativity and media, their work with community leaders and stakeholders on the grassroots UNITE Palm Desert campaign was recognized nationally by the US Travel Association. Idea Peddler has successfully strategized and implemented public health campaigns helping drive meaningful results. They have seen the need for active transportation education, awareness, and engagement in Palm Desert firsthand and share our deep commitment to delivering an impactful Vision Zero Strategy for the City. Together, we bring a visionary marketing approach informed by deep engagement and expertise in planning, safety, and behavior change. This strategy will be a transformative one that fosters the embrace of active transportation and meaningfully improves road safety while preparing the City to win up to \$15M in SS4A Implementation Grants.

Our approach for delivering a transformative and synergistic Vision Zero Strategy includes:

- **Strategy 1: Safe Routes to School Plan (Schools Plan)** – Through combining authentic and robust stakeholder engagement with targeted data analysis, the Schools Plan will leverage Alta’s deep experience to provide clear and implementable recommendations that create safer, more comfortable walking and bicycling options for students, their families, and residents.
- **Strategy 2: Safe Routes for Seniors Plan (Seniors Plan)** – Drawing on lessons learned from recent work with the City of Santa Monica on their Active Aging (Safe Routes for Seniors) Program, Alta will develop a Palm Desert Safe Routes for Seniors Plan. The Seniors Plan will employ targeted engagement and analytic methods in this emerging area of practice to establish innovative and achievable recommendations that encourage and facilitate the use of transportation alternatives in ways geared specifically to the unique needs of seniors. These transportation alternatives include strategies to ease multimodal decisions and maintain mobility for seniors, including aging road users.
- **Strategy 3: Public Engagement Activation** – Idea Peddler’s creative approach and media savvy will work in tandem with Alta’s traffic safety and behavior change expertise to build and deliver a participatory Vision Zero Campaign that both resonates with community members and is backed by science, disrupting the culture of driving and fostering shifts to active travel modes.
- **Strategy 4: Implementation Strategy** – Drawing on our track record of winning large capital improvement grants for clients, Alta will consolidate and prioritize recommendations made in the Schools and Seniors Plans along with projects in the City’s CIP and other regional plans. Our prioritization process will use carefully-selected criteria and analysis methods that combine feasibility and strategic objectives to position Palm Desert to win competitive infrastructure grants.
- **Strategy 5: Dashboard and Monitoring Tool** – Alta will leverage our industry-leading expertise in safety analytics and visualization to identify issues, develop countermeasure recommendations, and produce an intuitive and attractive data dashboard that illustrates the current state of safety in Palm Desert and identifies initiatives that move the City closer to its targets while providing City staff with a highly automated means of tracking progress.

As Principal-in-Charge, I will oversee the team, verify adequate resources are being allocated, and implement quality control. **Les Brown, AICP** will serve as the Project Manager and the City’s primary point-of-contact. Les is experienced in leading safety-focused plans and initiatives and coordinating efficient public engagement processes. His deep commitment to Vision Zero, familiarity with leading active transportation safety campaigns, and experience managing large multidisciplinary projects make him uniquely well-qualified to lead this effort. Alta looks forward to working with the City of Palm Desert on this project. Should you have any questions about our proposal, please feel free to contact Les at (626) 622-3941) or at lesbrown@altago.com. Our duly authorized representative Emily Duchon is available to negotiate Agreement terms and compensation at (734) 678-7096 or at emilyduchon@altago.com.

Sincerely,



Sam Corbett
Principal-in-Charge
samcorbett@altago.com

Alta Planning + Design, Inc.



Emily Duchon, ASLA, LEED AP
Vice President
emilyduchon@altago.com

Alta Planning + Design, Inc.
Authorized to bind the firm

B.

Experience & Technical Competence



1. Background

Safety is our mission.

Alta is a sustainable transportation consulting firm dedicated to creating active, healthy communities through planning, landscape architecture, engineering, and education/encouragement programs. Alta's work is centered on people, regardless of the way they move, providing our clients with specialized expertise to create effective safety action plans.

Alta is a national leader in safety, helping clients across the country develop and implement Vision Zero and Safe Routes to School plans, including the San Bernardino County Safe Routes to School Program and the Oceanside Safe Routes to School Plan.

Alta was founded in 1996, when cities and communities were calling for safer streets for people walking and bicycling. We pioneered the field of active transportation, and evolved into a visionary multimodal practice. As a global leader in mobility innovation, we are dedicated to working across disciplines to address social justice, safety, and environmental resilience.

We guide our clients through the planning process, creating momentum for and a culture of prioritizing safer streets and roadways for all. Together, we set up leadership systems to see that partners, stakeholders, and the public are engaged throughout the development of the plan and beyond. We elevate equity as a primary element of opportunity and develop comprehensive safe systems recommendations that consider policy, programs, and design, recognizing that it takes an "all in" approach to achieve true systemic safety.

Alta's "all in" Safety Expertise

Completing the right kind of data analytics

- ◆ Systemic + Predictive Analyses
- ◆ Crash Profiles
- ◆ High Injury Network

Listening and engaging with all roadway users

- ◆ Equitable Engagement
- ◆ Consensus-building
- ◆ Team Roadway Audits

Developing implementable projects ready for funding

- ◆ Countermeasure Matching + Design
- ◆ Demonstration Projects
- ◆ SS4A Implementation Project Preparation

Initiating Campaigns and Programmatic Activities

- ◆ Branding + Graphic Design
- ◆ Data-driven Messaging + Behavior Change Philosophy
- ◆ Evaluation Metrics



Comprehensive Recommendations and Strategic Solutions

The Alta Difference

Multimodal Design + Strategic Implementation

- ◆ Alta's expertise centers vulnerable users and has always focused on balancing the needs of all roadway users to create safe streets.

Civic Analytics

- ◆ Alta pioneered the development of tools to analyze and prioritize equity, safety, and connectivity. Our process determines who benefits from investments and prioritizes the safety needs of underserved communities.

Equity-Centered Engagement

- ◆ Our team creates culturally appropriate messages, speaks multiple languages, and goes to where community members are to gather input so our recommendations reflect and address the real needs of underserved communities.

Campaigns and Programs

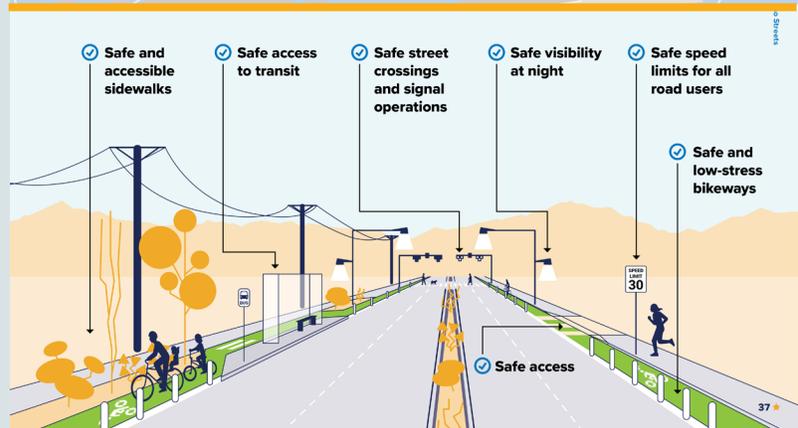
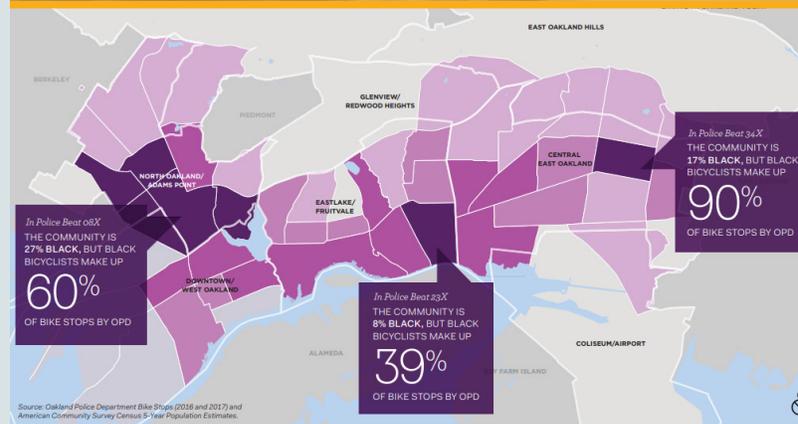
- ◆ Alta is a leader in multimodal transportation campaigns, programs, and branding, using data-driven messaging and strategies to create programs that promote safety for all users.

Low-Cost, High-Impact Strategies

- ◆ Alta develops solutions that can be implemented quickly and incorporated into routine processes, such as repaving. We routinely lead demonstration projects and have written Quick Build design guides for our clients.

Securing Funding

- ◆ Alta staff have assisted jurisdictions across the country to secure more than \$890 million in grant funding for multimodal projects.



Alta's Relevant Experience



CV Link Master Plan, Design, Engineering, and Construction Support

COACHELLA VALLEY, CA | 2013-2023

CV Link is an innovative, multimodal facility of national importance that connects communities in the Coachella Valley while providing significant environmental, health, wellness, and economic benefits to the region. In 2013, Alta began development of the CV Link Master Plan for a multimodal spine of on- and off-street shared use facilities that connect the nine cities of the Eastern Riverside County region, also known as Coachella Valley. The team also prepared a Parkway Master Plan and a Neighborhood Electric Vehicles (NEV) Plan to meet legislative requirements and is currently leading design, engineering, and construction support for this 50-mile pathway.

Alta served as the engineering lead and provided project management, civil engineering, and site design services. This included agency and JPA coordination, pathway grading, drainage, and setting overall design standards for the project. The 100% drawing set was comprised of over 1000 plan sheets including civil, structural, geotechnical, electrical, and traffic engineering. Alta led the design of three intersection modification plans, including the addition of bicycle signal phases and upgrading existing equipment. Construction on the first pilot segment broke ground in 2017, with additional segments following in 2019, 2020, and 2021.

CLIENT

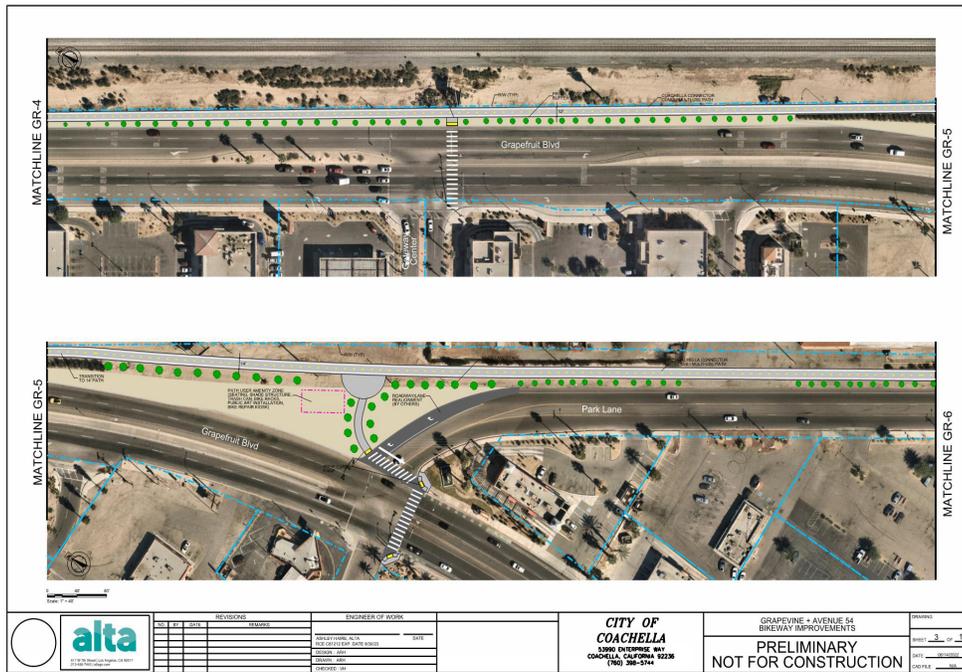
Coachella Valley Association of Governments (CVAG)

RELEVANCE

- ✓ Regional multimodal trail - planning, design, and construction
- ✓ Bicycle, pedestrian, and NEV accommodations
- ✓ On- and off-street trail segments
- ✓ Regional connectivity
- ✓ Master Plan
- ✓ Intersection Curb Ramp Design
- ✓ Class IV Cycle Track Design
- ✓ Project located in the Coachella Valley

STAFF

- ✓ Ashley Haire - Engineering Principal
- ✓ Kaitlin Scott - Associate Planner
- ✓ Talia Agazaryan - Engineering Designer
- ✓ Dan Olken - Landscape Designer



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Connecting Coachella ATP Application and PA&ED

COACHELLA, CA | 2022, 2023-ONGOING

Alta assisted the City of Coachella in applying for Caltrans Active Transportation Program (ATP) Cycle 6 funding. Alta provided overall project management and coordination to complete the ATP application for the Connecting Coachella project. Connecting Coachella is a comprehensive infrastructure and non-infrastructure project that is the result of extensive outreach, engagement, data collection, and feasibility analysis conducted as a part of the 2020 Coachella Active Transportation (AT) Plan. Alta prepared a significant amount of supporting materials for the grant application with an expedited one-month timeframe in order to meet the grant deadline. Alta provided application narratives, preliminary engineering concept plans, typical sections, photo renderings, engineer’s estimate, and a variety of GIS maps.

The Alta Team is also assisting the City with Project Approval and Environmental Documentation (PA&ED) by delivering 50% design plans and obtaining environmental clearances. Alta will accomplish this by demonstrating a successful approach, quality control, and clear understanding of the Prop 68 Grant Program and schedule. This effort will continue to push the Connecting Coachella Project forward.

CLIENT

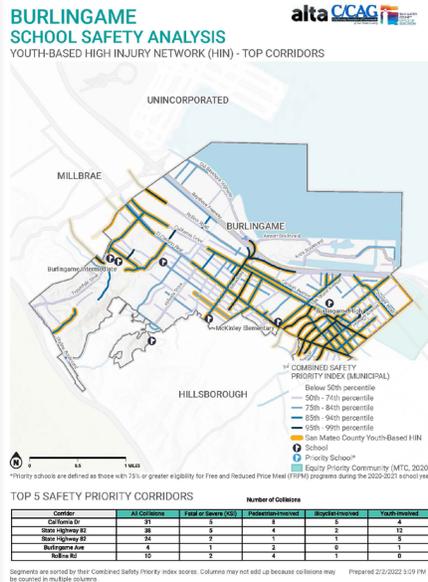
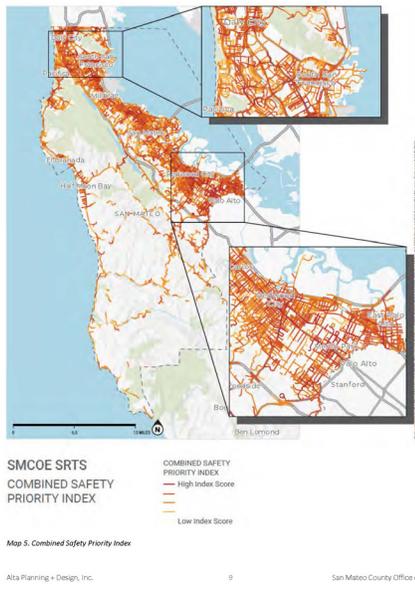
City of Coachella

RELEVANCE

- ✓ Grant support
- ✓ Bikeway design
- ✓ Preliminary engineer’s construction estimate
- ✓ Safe multimodal street crossings
- ✓ Connections to local and regional shared use path networks
- ✓ Design coordination with ongoing and future projects
- ✓ Project located in the Coachella Valley

STAFF

- ✓ Ashley Haire - Engineering Principal
- ✓ Kristin Haukom - Senior Associate Planner
- ✓ Talia Agazaryan - Engineering Designer

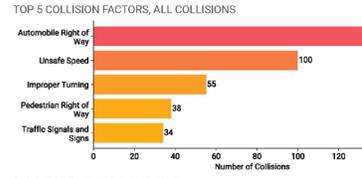


COLLISION STATISTICS FOR BURLINGAME, 2014-2020

See the San Mateo County SRTS High Injury Network report for additional context and guidance on countermeasures.

COLLISION TYPES BY LOCATION

	City-Wide				Within 1/4 Mile of a School			
	All	KSI	Youth	Active	All	KSI	Youth	Active
All Collisions	504	45	119	138	129	9	29	43
Alcohol Involved	25	2	1	7	5	0	1	2
Speeding Involved	100	7	25	6	26	3	5	2
Mid-Block Collision	200	24	51	61	49	5	11	18



SMCOE SRTS Evaluation, High-Injury Network, and SRTS Strategy

SAN MATEO COUNTY, CA | 2021-2022

Alta helped the San Mateo County Office of Education (SMCOE) and the City/County Association of Governments of San Mateo County (C/CAG) evaluate their existing Safe Routes to School program, plan strategically for the next five years, and develop an analysis to support member cities in prioritizing infrastructure improvements and programming to address recorded collisions.

Alta developed the following through this project:

- The **2015-16 to 2019-20 Five-Year Evaluation Report** identified accomplishments and challenges surrounding project goals of engagement and reach, equity, safety, and mode split.
- The **Youth-Based High-Injury Network (y-HIN)** helps prioritize future improvements by identifying segments in road networks where youth-involved pedestrian and bicycle collisions have occurred.
- **Detailed collision profile infographics by jurisdiction** that outline the y-HIN, collision trends, school and community equity analysis, and reported collision causes that relate to severe, youth, and active collisions for each city in the County. These profiles and additional collision analysis were used to inform the selection of countermeasures to consider for implementation to provide safer routes to schools.
- The **San Mateo County 2022-23 to 2026-27 SRTS Strategy** paves the way for deepening intra-agency partnerships and increasing the number of families safely using active transportation for the school commute.

CLIENT

San Mateo County Office of Education (SMCOE)

RELEVANCE

- ✓ Youth-Based High Injury Network (y-HIN) evaluation
- ✓ Five-year evaluation report
- ✓ SRTS Strategy
- ✓ Prioritized infrastructure recommendations
- ✓ Engagement
- ✓ Safety, equity, sustainability and mode split considerations
- ✓ Intra-agency partnerships and collaboration

STAFF

- ✓ Kristin Haukom - Project Manager
- ✓ David Wasserman - Civic Analytics Leader



Safe Routes for Seniors - Active Aging Pilot Program

SANTA MONICA, CA | 2020-2023

Alta worked with the City of Santa Monica to deliver a pilot program that supports older adults in using transportation options to get around their community. The project aimed to improve older adults' mobility, safety, and health by helping them walk, bicycle, and take transit more often through development and implementation of diverse programs. Through a pilot approach, older adults were offered education, direct supportive services, and opportunities for social/experiential learning.

The pilot programs took place over the course of 40 weeks and included activities such as educational/skills classes, a senior mobility expo, group walks and bike rides, and development of an "information hub" that pulls together transportation information for seniors into one easily accessible place. The project also included walk audits to identify priority locations for infrastructure improvements, as well as a robust communications plan to promote the program and activities. At the end of the project, Alta evaluated the Santa Monica Active Aging Pilot Program and advised the City on improvement and expansion of piloted activities.

CLIENT

City of Santa Monica

RELEVANCE

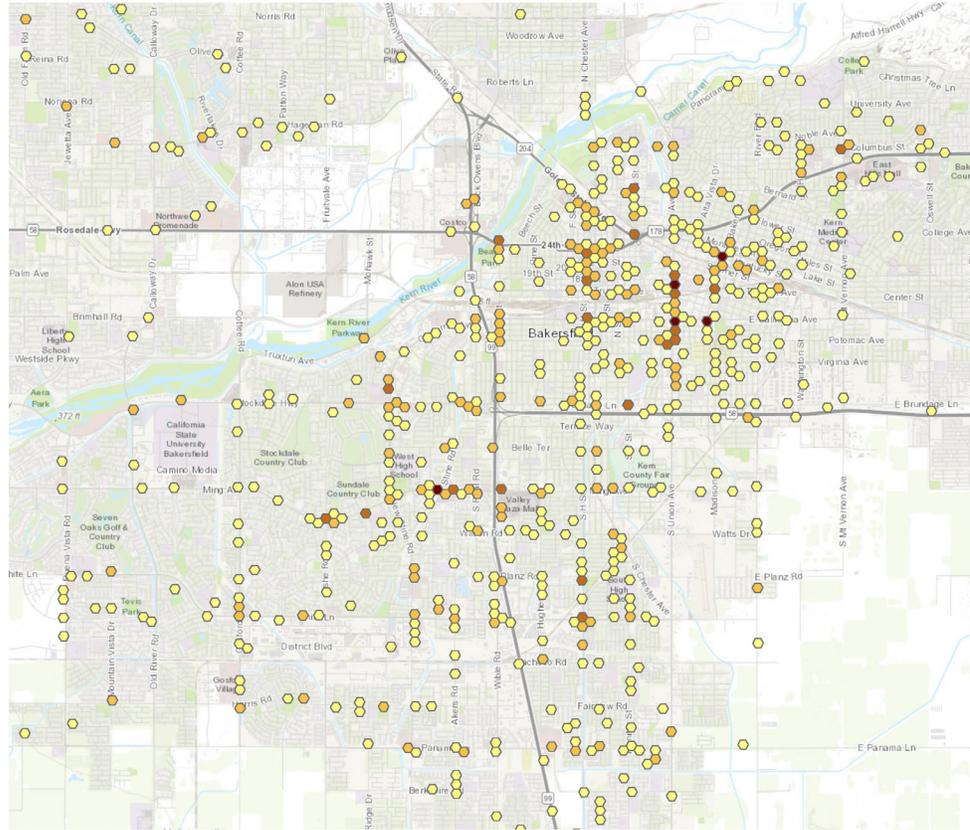
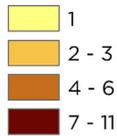
- ✓ Safe Routes for Seniors planning
- ✓ Reaching diverse populations through media and outreach measures
- ✓ Media planning, negotiating and buying with local media plans/buys
- ✓ Creative engagement approaches

STAFF

- ✓ Kaitlin Scott - Project Manager
- ✓ Cathy Cibor - Principal-in-Charge
- ✓ Ashley Haire - Engineering Principal
- ✓ Anna Gore - Senior Programs Associate
- ✓ Kelly Lei - Planner
- ✓ Devan Gelle - Planner
- ✓ Rohan Oprisko - Civic Data Analyst

BICYCLE & PEDESTRIAN COLLISIONS IN BAKERSFIELD, 2013 - 2017

NUMBER OF BICYCLE & PEDESTRIAN COLLISIONS (2013-2017, VIA SWITRS)



Bakersfield Bicycle and Pedestrian Safety Plan

BAKERSFIELD, CA | 2018-2020

Alta prepared a Bicycle and Pedestrian Safety Plan for the City of Bakersfield. The Bakersfield Metropolitan area has the highest fatality rate for bicyclists and pedestrians in California, and it has the 12th highest fatality rate in the country. Alta took a holistic and measured approach to this safety-focused work to consider all modes of transportation in order to develop a more equitable and safe transportation network. Alta has pioneered systemic safety analyses for walking and biking to identify areas of concern before crashes occur, as well as areas with latent demand where walking would increase with safety improvements. Alta coupled the technical analysis with practical field observations to provide accurate results and sound safety recommendations.

As part of this project, Alta developed a number of low-cost rapid response treatments to improve pedestrian and bicycle safety at a number of locations. Alta also developed 30% design plans, cost estimates, and cut sheets for a number of high-risk locations throughout Bakersfield.

CLIENT

City of Bakersfield

RELEVANCE

- ✓ Bicycle and pedestrian safety improvements
- ✓ Systemic collision analysis
- ✓ Cost estimating
- ✓ 30% design plans

I recently worked with Sam Corbett with Alta Planning + Design on a Bicycle and Pedestrian Safety Study for our City. Sam's professionalism kept the project moving forward, on time, and on budget. He and the rest of the Alta team were diligent to understand our City's needs and challenges regarding bike and pedestrian improvements.

- Ed Murphy (Former) Civil Engineer III for the City of Bakersfield



San Bernardino County Safe Routes to School Program

SAN BERNARDINO COUNTY, CA | 2023-ONGOING

Alta is leading the San Bernardino County Safe Routes to School (SBCSRTS) Program. SBCSRTS is an initiative of the San Bernardino County Transportation Authority to provide walking and biking safety education and encouragement programming to 33 schools in 10 school districts throughout San Bernardino County.

Through the SBCSRTS Program, the Alta team is providing a range of SRTS activities including walk and bike to school day events, on-campus pedestrian safety education, and roadway demonstration projects. The SBCSRTS Program also offers school walk audits to support local jurisdictions in identifying SRTS infrastructure projects.

CLIENT

San Bernardino County Transportation Authority

RELEVANCE

- ✓ Bicycle and pedestrian safety improvements
- ✓ Safe Routes to School planning and project identification
- ✓ Stakeholder and community engagement
- ✓ Demonstration projects
- ✓ Safe Routes to School walk audits

STAFF

- ✓ Kristin Haukom - Project Manager
- ✓ Devan Gelle - Planner
- ✓ Eric Purcell - Planner
- ✓ Kelly Lei - Planner



Oceanside Safe Routes to School Plan

OCEANSIDE, CA | 2018-2021

Alta led a citywide Safe Routes to School (SRTS) planning effort that supports walking and bicycling as convenient, comfortable, and safe transportation options for students at public schools located in Oceanside, including all 23 Oceanside Unified School District schools and eight Vista Unified School District schools. The final SRTS Plan is the result of a robust analysis of infrastructure surrounding each school, a review of existing policies and programs, and extensive stakeholder engagement with the ultimate goal of creating a healthier, safer, and more vibrant Oceanside.

Check out our video on this project [here!](#)

CLIENT

City of Oceanside

RELEVANCE

- ✓ Safe Routes to School planning, project identification, and preliminary design
- ✓ Stakeholder and community engagement

STAFF

- ✓ Kristin Haukom - Project Manager
- ✓ Sam Corbett - Principal-in-Charge
- ✓ Kim Voros - GIS Manager
- ✓ Kaitlin Scott - Associate Planner
- ✓ Devan Gelle - Planner



Adelanto Safe Routes to School Grant Application and Plan for Three Schools

ADELANTO, CA | 2020–2022

Alta leveraged their SRTS Plan work to support the City in applying for a Cycle 6 Active Transportation Program (ATP) funding. As a result, the City won nearly \$10 million to implement all of the recommendations from the SRTS Plan including new sidewalks, multi-use paths, a traffic circle, along with SRTS education and encouragement programming.

After securing this funding, Alta, in partnership with the Local Government Commission (LGC), led the development of a comprehensive, community-based Safe Routes to School (SRTS) Plan for three local schools in Adelanto, California—Adelanto High School, Donald F. Bradach Elementary School, and Victoria Magathan Elementary School. The project was funded through a Caltrans Sustainable Communities Grant awarded to the City. The final SRTS Plan is the result of extensive stakeholder engagement and reflects the community’s vision for a more connected, safer, and healthier Adelanto. The final SRTS Plan also provided actionable infrastructure and programmatic recommendations that sets Adelanto up for successful implementation.

CLIENT

City of Adelanto

RELEVANCE

- ✓ Safe Routes to School planning, project identification, and preliminary design
- ✓ Stakeholder and community engagement
- ✓ Grant writing

STAFF

- ✓ Kristin Haukom - Project Manager
- ✓ Sam Corbett - Principal-in-Charge
- ✓ Devan Gelle - Planner



Westminster Safe Routes to School Grant Writing and Plan

WESTMINSTER, CA | 2022-ONGOING

Alta prepared a Safe Routes to School Plan Sustainable Transportation Planning Grant Application for the City of Westminster (Westminster) that was successfully awarded to Westminster as a part of the 2022 Caltrans Sustainable Transportation Planning Grants Cycle. Alta provided assistance on all elements of the application including, letters of support, application narrative, project area and CalEnviroScreen maps, crash data analysis, and equity assessment.

Alta was successful in winning the Westminster Safe Routes to School Plan project when Westminster released a competitive request for proposal. Through this work, Alta is leading the citywide Safe Routes to School planning effort for all 20 public schools located in Westminster. The final SRTS Plan will include infrastructure recommendations surrounding each school as well as programmatic recommendations to make walking and biking to school safer and more desirable travel options for the school commute in Westminster.

CLIENT

City of Westminster

RELEVANCE

- ✓ Safe Routes to School planning
- ✓ Grant application writing
- ✓ Community engagement

STAFF

- ✓ Kristin Haukom - Project Manager
- ✓ David Wasserman - Civic Analytics Leader
- ✓ Kim Voros - GIS Manager
- ✓ Kaitlin Scott - Associate Planner
- ✓ Devan Gelle - Planner
- ✓ Colin Amos - Planner
- ✓ Kelly Lei - Planner
- ✓ Eric Purcell - Planner



Carriage Drive and Lauppe Lane Safe Schools Corridor Plan

CITRUS HEIGHTS, CA | 2019–2021

Alta led a corridor analysis and safety plan for multiple schools on the Carriage Drive/Lauppe Lane Corridor in the City of Citrus Heights. The study produced conceptual design alternatives for bicycle and pedestrian safety enhancements along the project corridors, and traffic calming to connect residents to schools. The enhanced corridors will provide safe and comfortable connections for residents using all modes to travel to school, work, recreation, shopping, and more.

Alta’s planning process involved understanding real and perceived safety concerns, identifying network gaps and potential connections, and drawing upon our experience with roadway design tools to implement change. Alta collaborated with project partners throughout the community engagement process, including the school district, individual principals and teachers, various City departments, the County department of public health, residents, and local advocates.

CLIENT

City of Citrus Heights

RELEVANCE

- ✓ Safe Routes to School planning, project identification, and preliminary design
- ✓ Stakeholder and community engagement

STAFF

- ✓ Kristin Haukom - Senior Associate Planner
- ✓ Kaitlin Scott - Associate Planner

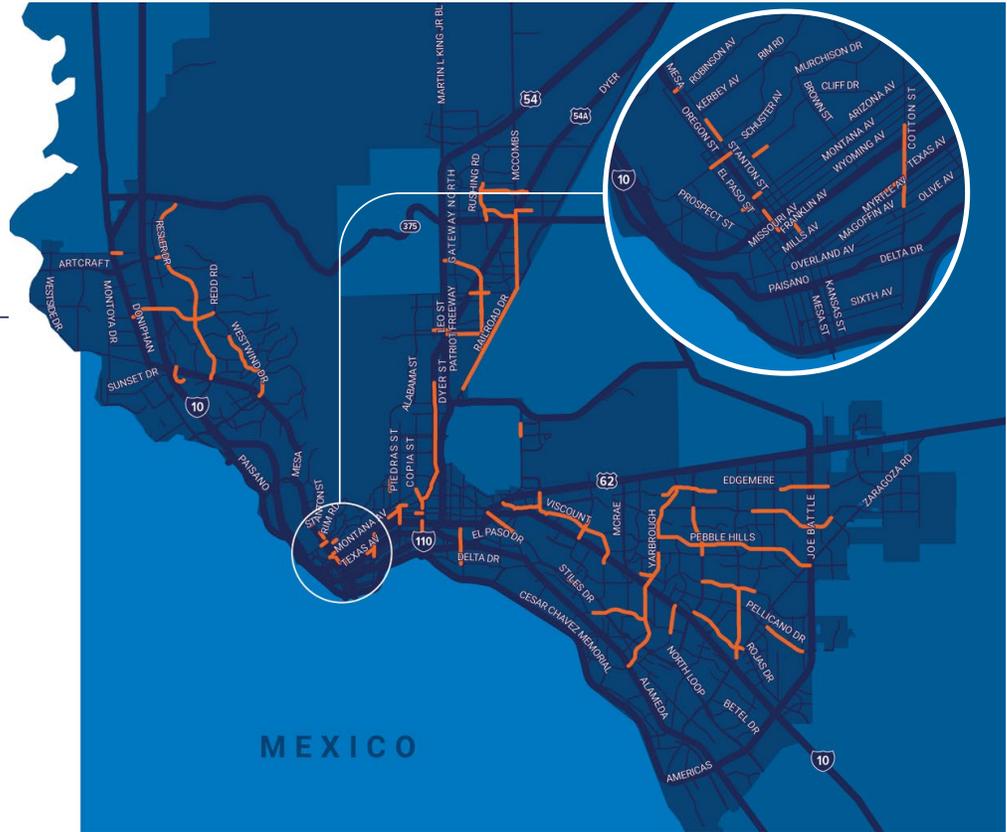
MAP 5

Motor Vehicle and Bicycle/Pedestrian HIN Overlap

— Motor Vehicle and Bicycle/Pedestrian High Injury Network



78 miles of HIN are on both the vehicle/motorcycle HIN and the bicycle/pedestrian HIN. **These areas are unsafe for all modes of travel.**



El Paso Vision Zero Action Plan

EL PASO, TX | 2022–ONGOING

Alta is completing an extensive **Vision Zero Action Plan** for the City of El Paso with the aim of securing implementation funding through the Safe Streets For All (SS4A) Federal program. The process has involved a robust and complex systemic safety analysis resulting in vehicular and pedestrian high injury networks, ten unique crash profiles, predictive modeling, and crash cost implications. The systemic safety analysis is being used to guide specific policy updates, organized by the Safe Systems Approach criteria, and prioritize locations for infrastructure improvements.

Innovative components include development of an insightful **data dashboard** and the use of connected vehicle data to do a proactive safety analysis that accounts for observed speeding, harsh braking, or other risky behaviors.

The project has an implementation-focus that will take this process beyond the typical policy-orientation of an Action Plan. Alta is preparing conceptual designs to guide countermeasure application at the top ten priority locations and is performing a corridor deep dive to help systemically match policy and design objectives to an existing city corridor context. The project also includes an extensive community outreach process and development of unique graphics and materials, in both English and Spanish, that convey technical information in public-friendly and understandable ways.

CLIENT

City of El Paso

RELEVANCE

- ✓ Vision Zero planning
- ✓ SS4A funded project
- ✓ Project prioritization
- ✓ Community engagement
- ✓ Unique graphics and communication strategies
- ✓ Countermeasure identification

STAFF

- ✓ David Wasserman - Civic Analytics Leader
- ✓ Kim Voros - GIS Manager
- ✓ Rohan Oprisko - Civic Data Analyst



Unite Palm Desert

PALM DESERT, CA | 2020–2021

Background:

With the restrictions from COVID-19, the City of Palm Desert’s travel and tourism dependent economy suffered. Commissioned local artist, John Cuevas, crafted a symbolic design to reinvigorate the city. Incorporating the United Palm Desert message with colors inspired by the desert, this design launched the campaign with a mural, and later on the City’s website. Additionally, it was offered to all local businesses to use in their individual marketing efforts.

Idea Peddler Solution:

To build general awareness and spread the message across the city, a variety of City-owned, high-visibility assets were integrated. The Unite Palm Desert creative was incorporated on local bus wraps, pole banners lining main streets and shopping districts, and billboards. To support the City of Palm Desert’s vital restaurant business, a fund was dedicated, along with new imagery that captured Covid-friendly content with masked patrons, spacious seating, and amazing food. The social media campaign corresponded with the City’s public relations messaging and grassroots word of mouth.

CLIENT

City of Palm Desert

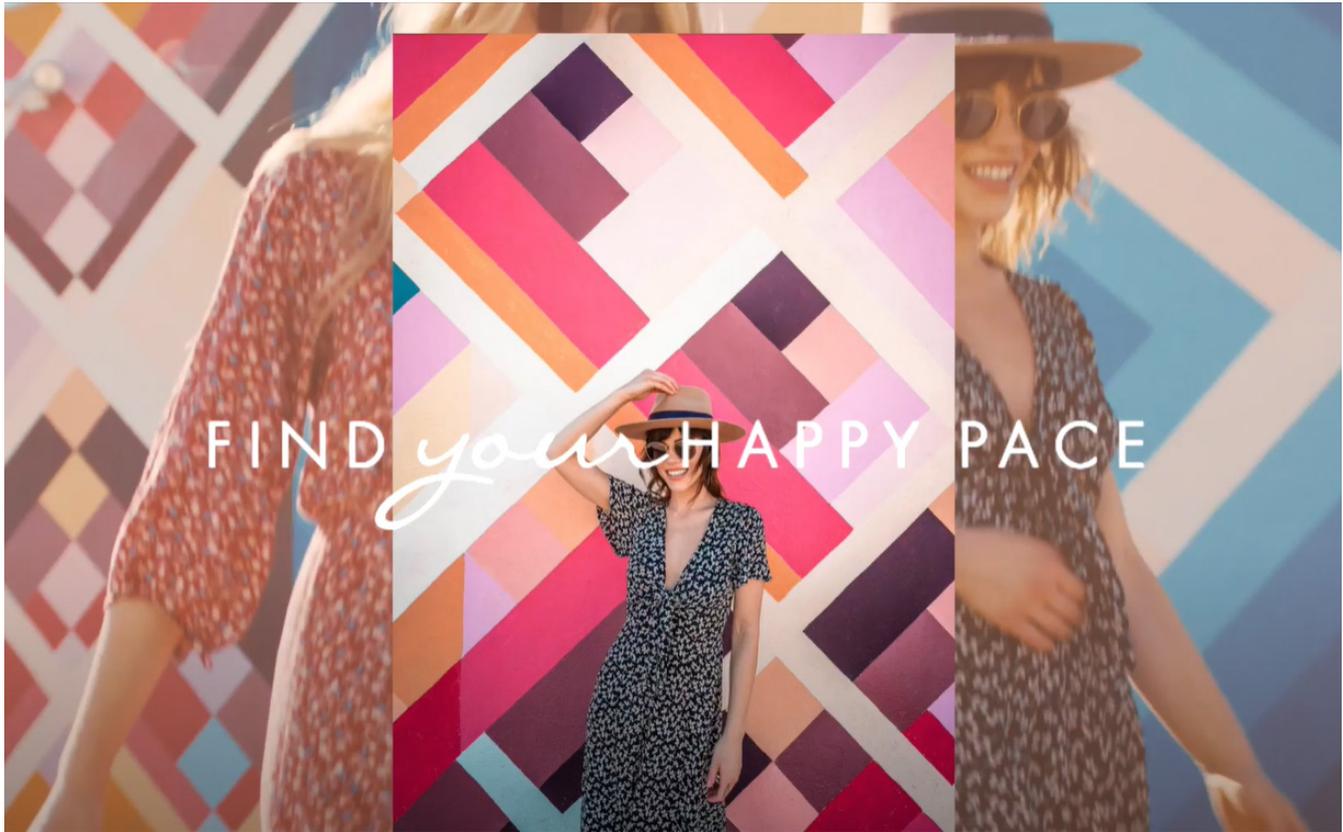
RESULTS

- ✓ Creative messaging campaign
- ✓ 3 Million Reinvested into the City of Palm Desert
- ✓ 2 Dozen Non-profit Partners
- ✓ ESTO Award Winning Campaign

STAFF

- ✓ Cimin Ahmadi Cohen
- Principal-in-Charge
- ✓ Ed Cohen - SVP Strategy





Find Your Happy Pace - City of Palm Desert Tourism Campaign

PALM DESERT, CA | 2020-ONGOING

Background:

Palm Desert faced a unique challenge, as the quiet neighbor to the festival-packed, party-driven Palm Springs, it was viewed as the boring 'sibling' with nothing to do and no story to tell.

Idea Peddler Solution:

From insight to execution, Idea Peddler led the City of Palm Desert through the development of a new identity. To accomplish this goal, the strategy team conducted local listening sessions with stakeholders: event directors, restaurateurs, hoteliers, and local retailers to better understand the community's self-perception. Idea Peddler then conducted qualitative sessions in key drive markets to understand the visitor's mindset. Insights gathered from this research drove the 2020 campaign development: "Find Your Happy Pace." Messaging about Palm Desert benefits included the ease of access, and the ability to cruise from one outdoor attraction to the next. Whether it be by bike or by foot, our creativity captured the beauty in journeying at a friendly pace through art, leisure, and the vast outdoors.

CLIENT

City of Palm Desert

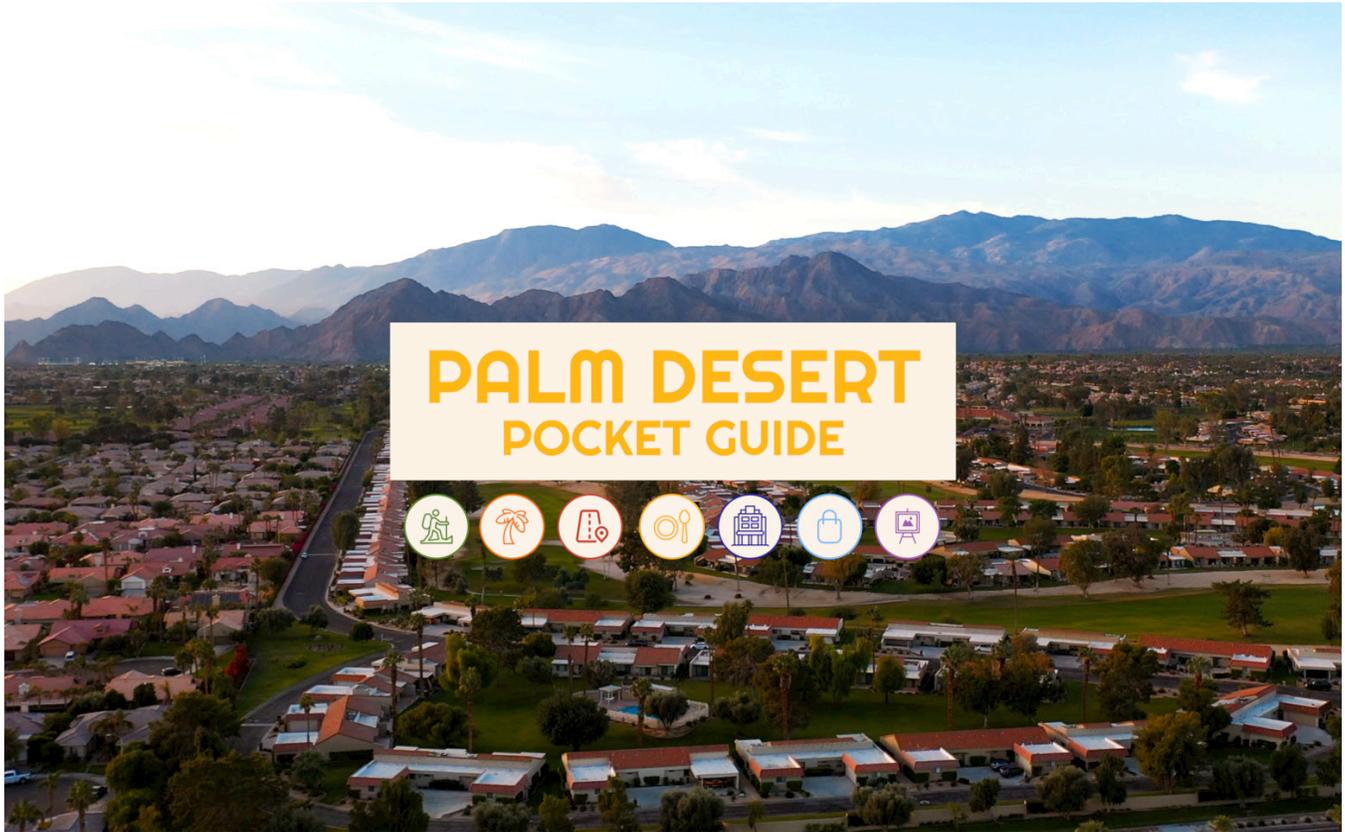
RESULTS

- ✓ Creative messaging campaign
- ✓ 20:1 Return on investment in measured bookings
- ✓ 62.5MM Impressions through digital media alone
- ✓ 89% Increase in net new visitors to website

STAFF

- ✓ Cimin Ahmadi Cohen - Principal-in-Charge
- ✓ Ed Cohen - SVP Strategy
- ✓ Sara Martin - SVP Integrated Marketing
- ✓ Blake Takushi - Creative Director
- ✓ Emma Kjaer - Copywriter
- ✓ Danielle Camp - Associate Media Director
- ✓ Madi Holcomb - Media Supervisor





Palm Desert Pocket Guide - City of Palm Desert Tourism

PALM DESERT, CA | 2022-ONGOING

Background:

With a visitor demographic spanning generations, the City of Palm Desert needed an innovative cross-generational marketing approach that would efficiently engage and capture every segment of their audience. Our mission was to find the own-able marketing intersection between traditional visitor center and emerging trends.

Idea Peddler Solution:

Utilizing 63 pieces of custom-crafted content from an in-house creative team, Idea Peddler implemented several key tactics and analyzed consumer trends to maintain the core audience and attract new generations of visitors. From dissecting traditional guides for content pillars and audience interests, to meeting with social experts at Meta and TikTok, we optimized consumer trends. Through the duration of the digital campaign, Idea Peddler strategically placed and promoted content to maximize impact, A/B testing creative and optimizing in real-time to ensure messaging was being not only seen and heard, but remembered amongst audience segments.

CLIENT

City of Palm Desert

RESULTS

- ✓ Creative messaging campaign
- ✓ 40M Total Impressions Across Paid and Organic Social
- ✓ 12M Engagements on Meta and TikTok

STAFF

- ✓ Cimin Ahmadi Cohen - Principal-in-Charge
- ✓ Ed Cohen - SVP Strategy
- ✓ Sara Martin - SVP Integrated Marketing
- ✓ Blake Takushi - Creative Director
- ✓ Emma Kjaer - Copywriter
- ✓ Danielle Camp - Associate Media Director
- ✓ Madi Holcomb - Media Supervisor





Bring Taos Home

TAOS, NM | 2021, 2022

Background:

The impact of the pandemic on the tourism industry was significant. Promoting the Town of Taos without advising travel was essential for the future success of the town's local businesses. Idea Peddler rose to the challenge of keeping the Town of Taos a favorite among travelers and increasing media exposure during a time of uncertainty.

Idea Peddler Solution:

Idea Peddler responded by developing a promotional box affectionately curated with local items. The Bring Taos Home box celebrated the curiosity of travelers and brought much-needed attention to the small businesses that were hit the hardest during the pandemic. By using a combination of paid and organic social media and ingenuity, Idea Peddler garnered the attention of the town's biggest fans, newfound supporters, and the press, allowing them to become active participants in supporting Taos.

CLIENT

Town of Taos

RESULTS

- ✓ Creative messaging campaign
- ✓ 34k Impressions
- ✓ 2k Website Visitors
- ✓ 700 Comments on Giveaway Post
- ✓ 86% of Boxes Shipped Out of State
- ✓ 7 Media Hits

STAFF

- ✓ Cimin Ahmadi Cohen
- Principal-in-Charge
- ✓ Sara Martin - SVP Integrated Marketing



2. References

PROJECT NAME	CLIENT & CONTACT	PROJECT DESCRIPTION
Connecting Coachella ATP Application and PA&ED Coachella Valley, CA	Client City of Coachella Contact Andrew Simmons, P.E. City Engineer City of Coachella (760) 398-5744 ext. 134 asimmons@coachella.org	Alta assisted the City of Coachella in applying for Caltrans Active Transportation Program (Cycle 6) funding. Alta provided overall project management and coordination to complete the ATP application for the Connecting Coachella project. Alta prepared a significant amount of supporting materials for the grant application with an expedited one month timeframe in order to meet the grant deadline. Alta provided application narratives, preliminary engineering concept plans, typical sections, photo renderings, engineer's estimate, and a variety of GIS maps. The Alta Team is also assisting the City with Project Approval and Environmental Documentation (PA&ED) by delivering 50% design plans and obtaining environmental clearances. Alta will accomplish this by demonstrating a successful approach, quality control, and clear understanding of the Prop 68 Grant Program and schedule. This effort will continue to push the Connecting Coachella Project forward.
Adelanto Safe Routes to School Grant Application and Plan for Three Schools Adelanto, CA	Client City of Adelanto Contact Saba Engineer City Engineer City of Adelanto (760) 246-2300 ext. 11188 sengineer@adelantoca.gov	Alta, in partnership with the Local Government Commission (LGC), led the development of a comprehensive, community-based Safe Routes to School (SRTS) Plan for three local schools in the City of Adelanto. The final SRTS Plan is the result of extensive stakeholder engagement and reflects the community's vision for a more connected, safer, and healthier Adelanto. The final SRTS Plan also provided actionable infrastructure and programmatic recommendations that sets Adelanto up for successful implementation. Alta leveraged their SRTS Plan work to support the City in applying for a Cycle 6 Active Transportation Program (ATP) funding. As a result, the City won nearly \$10 million to implement all of the recommendations from the SRTS Plan including new sidewalks, multi-use paths, and a traffic circle, along with SRTS education and encouragement programming.
Oceanside Safe Routes to School Plan Oceanside, CA	Client City of Oceanside Contact Howard LaGrange Bicycle and Pedestrian Coordinator (760) 435-5095 hlagrange@ci.oceanside.ca.us	Alta led a citywide Safe Routes to School (SRTS) planning effort that supports walking and bicycling as convenient, comfortable, and safe transportation options for students at public schools located in Oceanside, including all 23 Oceanside Unified School District schools and eight Vista Unified School District schools. The final SRTS Plan is the result of a robust analysis of infrastructure surrounding each school, a review of existing policies and programs, and extensive stakeholder engagement with the ultimate goal of creating a healthier, safer, and more vibrant Oceanside.
CV Link Master Plan, Design, Engineering, and Construction Support Coachella Valley, CA	Client Coachella Valley Association of Governments (CVAG) Contact Martin Magana CVAG (760) 831-3215 mmagana@cvag.org	Alta served as the engineering lead and provided project management, civil engineering, and site design services of this 50-mile pathway. This included agency and JPA coordination, pathway grading, drainage, and setting overall design standards for the project. The 100% drawing set was comprised of over 1000 plan sheets including civil, structural, geotechnical, electrical, and traffic engineering. Alta led the design of three intersection modification plans, including the addition of bicycle signal phases and upgrading existing equipment. Construction on the first pilot segment broke ground in 2017, with additional segments following in 2019, 2020, and 2021.
Safe Routes for Seniors - Active Aging Pilot Program Santa Monica, CA	Client City of Santa Monica Contact Peter Dzewaltowski Transportation Planner City of Santa Monica (310) 458-2201 ext. 8292 peter.dzewaltowski@santamonica.gov	Alta worked with the City of Santa Monica to deliver a pilot program that supports older adults in using transportation options to get around their community. The project aimed to improve older adults' mobility, safety, and health by helping them walk, bicycle, and take transit more often through development and implementation of diverse programs. Through a pilot approach, older adults were offered education, direct supportive services, and opportunities for social/experiential learning. The pilot programs was implemented over the course of 40 weeks and included activities such as educational/skills classes, a senior mobility expo, group walks and bike rides, and development of an "information hub" that pulled together transportation information for seniors into one easily accessible place.

C.

Firm Staffing and Key Personnel



1. Staffing

Project Manager, **Les Brown, AICP**, will lead our team with direct support from Assistant Project Manager, **Kaitlin Scott**. Principal-In-Charge, **Sam Corbett**, will provide executive-level oversight to the entire team and project. We will ensure quality assurance of all required deliverables with the inclusion of Senior Planning Advisor, **Kristin Haukom, MPH**, and Senior Engineering Advisor, **Ashley Haire, PhD, PE, ENV SP**.

A full team of multidisciplinary experts well-versed in all aspects of Vision Zero and Safe Routes to School planning and development, civic data analytics and mapping, public outreach and engagement, creative services, and web development will support the key members of our team..

To provide additional support as it pertains to Public Outreach and Engagement, we are partnering with Idea Peddler and its wealth of similarly qualified staff for this project. Should the need arise for additional resources, Alta has an in-house network of over 150 professionals available, if necessary.

2. Key Personnel



Principal-in-Charge
Sam Corbett

Sam has 25 years of experience as a transportation planner and manager, and has supervised numerous safety focused projects. These projects include the Bakersfield Bicycle and Pedestrian Safety Plan and the Adelanto Safe Routes to School Plan as well as many others.



Project Manager
Les Brown, AICP

Les has 15 years of experience in in planning and community development bringing project management expertise and active transportation safety best practices to all projects on which he serves. He is experienced at successfully managing large, multidisciplinary teams on high-profile projects.



Assistant Project Manager / Outreach Lead
Kaitlin Scott

Kaitlin will lead outreach and provide project management support. Kaitlin brings nearly a decade of multimodal transportation planning and outreach expertise. She is a regional leader in Active Aging programs, and is currently wrapping up the Santa Monica Safe Routes for Seniors project, which developed and carried out an innovative suite of engaging programs for older adults.

Key Service Leads

Role

Qualifications and Experience



Kristin Haukom,
MPH
Senior Advisor /
SRTS Expert

Kristin Haukom brings 14 years of SRTS program implementation to this project. Her experience includes being a National SRTS Instructor and the Crossing Guard Master Trainer and lead author for the California School Crossing Guard Training Program, as well as her numerous SRTS planning efforts.



Ashley Haire,
PhD, PE, ENV SP
Senior Advisor /
Engineering
Feasibility Lead

A licensed California Civil Engineer, Ashley's 23 years in both the private and public sectors give her a unique perspective in designing for multimodal safety. Her expertise in bicyclist and pedestrian mobility has been key to her past work on the Long Beach Vision Zero project and LA County's Pedestrian Safety Plans.



David Wasserman,
AICP
Civic Analytics
Lead

David is Alta's national Data Science Leader and has 10 years of Civic Analytics experience. David has led analytic strategy for many SS4A funded projects, including his work on the Kirkwood Vision Zero and Complete Streets Project and the Nashville/ Davidson County Vision Zero Plan.



Cathy Cibor
Programming
Principal

Cathy brings 15 years of developing, implementing, and evaluating stellar behavior change programs. Cathy has lead many safety campaigns including the Sacramento Vision Zero Campaign, the Beverly Hills Safety Education Campaign Plan, and the Eureka Heads Up Pedestrian Safety Education and Outreach Campaign.



Nancy Chen
Graphic Design
Studio Lead

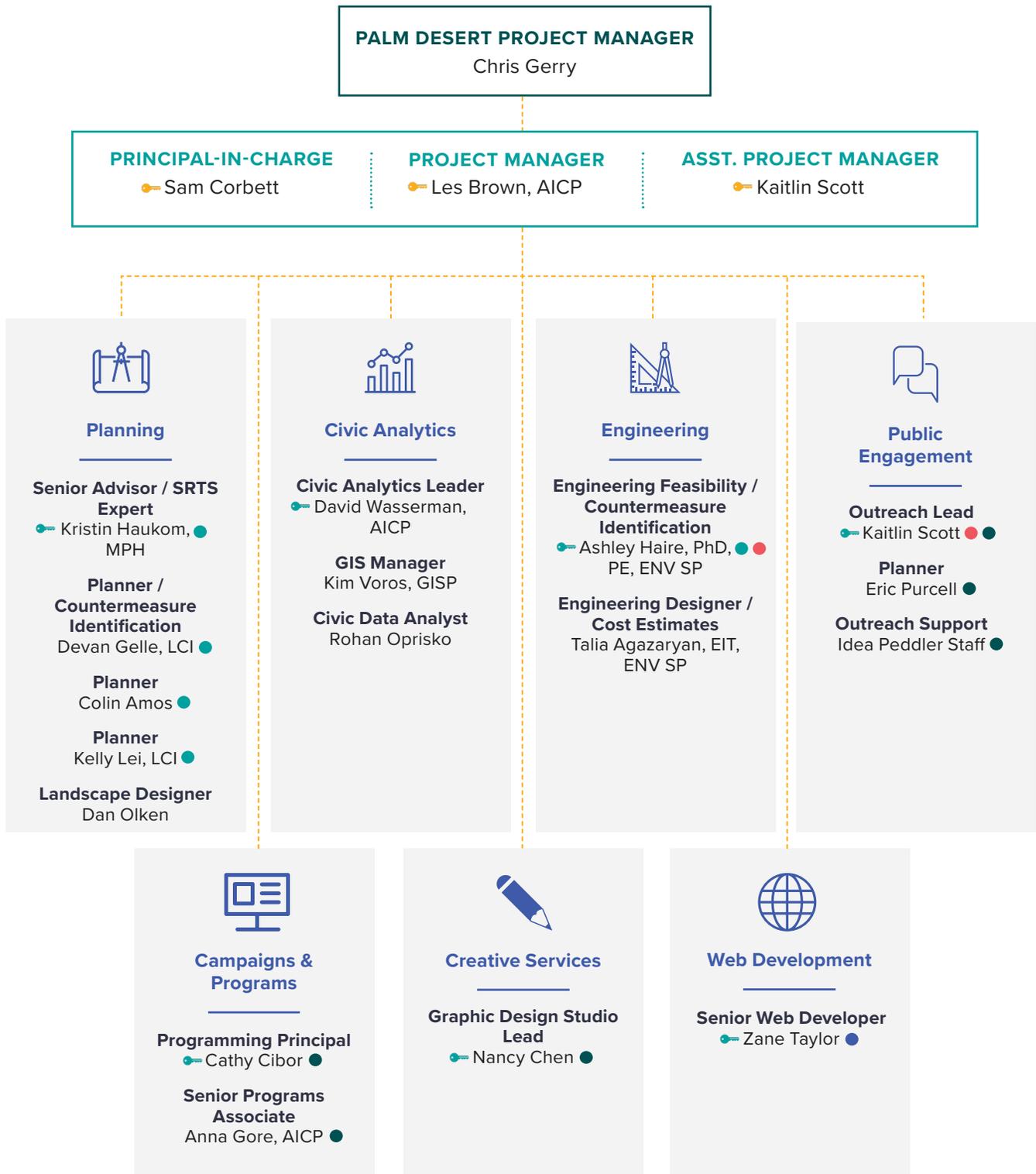
Nancy as our Graphic Design Studio Lead has developed beautiful and compelling products for clients. These include her work on the Banning Downtown Revitalization and Complete Streets Guide and the Los Altos SRTS Program Coordination.



Zane Taylor
Senior Web
Developer

Zane is an accomplished web engineer with 14 years of experience creating websites, platforms, and applications. His work on the Beverly Hills Complete Streets Plan and the ODOT Statewide SRTS Support Services were essential to gathering community feedback and presenting information to the public.

3. Team Organization



Legend

- Key Personnel
- Safe Routes for Seniors Plan
- Dashboard and Monitoring Tool
- Service Lead
- Public Engagement Activation
- Investment Strategy
- Safe Routes to School Plan

4. Subcontractors

Alta is excited to team with Idea Peddler LLC. on this project for Strategy#4, Public Engagement Activation.

Idea Peddler is a full-service, integrated agency founded in 2015 with the premise of doing good work for nice people. It's their guiding principle, the north star that dictates every move, relationship, and journey we embark on.

Headquartered in “keep it weird” Austin, TX and “the city different” Santa Fe, NM, they're well-versed in both honoring tradition and recognizing the growth that defines our communities. It's the basis for everything they do.

From integrated campaigns to specialty needs, they're well equipped across creative, media, public relations, and social media, to provide clients with next-level thinking and high-level work.

Social Media

They're amplifiers and purveyors of your beliefs to bring you the most strategic service possible. Always proactive, they work to bring you smart and strategic engagement with a lasting impact.

Capabilities

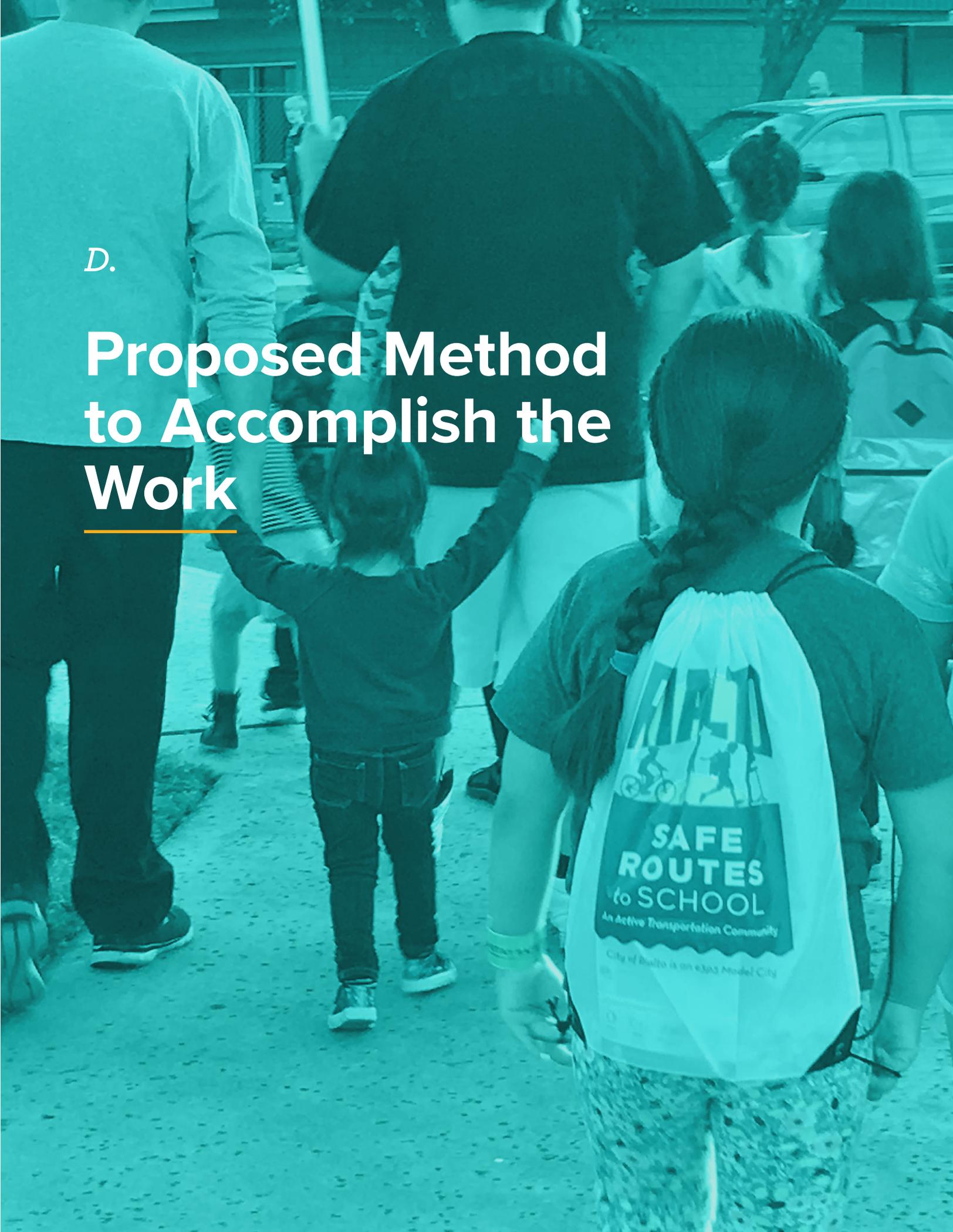
- » Content Management
- » Community Engagement
- » Social Strategy
- » Audience Development
- » Public Relations

⚡ IDEA PEDDLER



D.

Proposed Method to Accomplish the Work



Project Understanding

Why Vision Zero

Millions of Americans are injured in car crashes each year, and over a lifetime, Americans have a one-in-a-hundred chance of dying from a motor vehicle crash. Even those who are not killed may be seriously injured and have the course of their life dramatically changed through pain, incapacitation, and trauma. Crashes take a toll on economic productivity and place a burden on government agencies and community-based organizations who must help the survivors. By committing to the development of a comprehensive Vision Zero Strategy based on a Safe Systems Approach, including a heightened focus on the community’s most vulnerable road users, the City of Palm Desert understands that this degree of loss—of life and quality of life—is unacceptable. More importantly, it is preventable.

This doesn’t mean that achieving significant reductions and eventually eliminating serious injuries and fatalities is easy. Individual decisions and unconscious actions, by drivers and other roadway users, may be the proximate cause of crashes, but those decisions are made in response to a much larger system that ultimately results in an environment that causes crashes. Land use decisions, roadway design guidelines, speed limit rules, enforcement practices, judicial biases, professional training, automotive design, a culture that tolerates speeding—all this and more add up to form the environment in which too many drivers are making bad decisions. Moreover, this environment discourages walking, bicycling, and other forms of active travel and recreation leading to increasingly sedentary and isolated lifestyles that fuel public health crises like the childhood obesity epidemic.

Traditional Road Safety Practices vs. Safe System Approach

Whereas traditional road safety strives to modify human behavior and prevent all crashes, the Safe System approach also refocuses transportation system design and operation on anticipating human mistakes and lessening impact forces to reduce crash severity and save lives.

TRADITIONAL

SAFE SYSTEM

Prevent crashes		Prevent deaths and serious injuries
Improve human behavior		Design for human mistakes/limitations
Control speeding		Reduce speed
Individuals are responsible		Share responsibility
React based on crash history		Proactively identify and address risks

Safety in Palm Desert Today

With year-round sunny weather and lower cost of living than its coastal neighbors, Palm Desert's population growth has outpaced the state's – attracting retirees, working families, and other residents. Its full-time population of approximately 50,000 residents swells by an additional 30,000 in the winter months while the area's resorts, golf courses, festivals, and natural amenities draw seasonal tourists. While hot in summer months, its climate is ideal for outdoor activity throughout much of the year. This mix of demographic, economic, and environmental characteristics gives Palm Desert's roads and neighborhoods a unique character seen in its shared bike and golf cart paths, numerous assisted living facilities, and shopping districts along the El Paseo corridor that serve people of diverse means.

The City of Palm Desert and partner jurisdictions like the Coachella Valley Association of Governments (CVAG) have taken significant steps to enable safe and comfortable active travel and to improve road safety overall, most notably with the planning and construction of the CV Link trail that will connect much of the Coachella Valley. Further, the City has undertaken an ambitious public works program to identify and close gaps in its bicycle and pedestrian network culminating in the planned addition of nearly 30 miles of Class II and Class III bikeways. Palm Desert's elected leadership have also voiced their support for a safe and sustainable transportation system including a commitment by Council Member Jan Harnik to "build the city for people and not cars." With these and other public works, the City has emerged as a leader and civic innovator in the Coachella Valley.

Despite opportunities and advancements, the City faces significant hurdles to achieving Vision Zero and shifting trips to active modes. Fatal and serious injury (FSI) crashes – especially those involving pedestrian and bicyclist victims – have skyrocketed nationwide since the pandemic, reversing earlier declines. This grim tally includes a Palm Desert bicyclist who was fatally struck on Country Club Drive the morning of October 10th, 2023. Victims of these crashes are often members of marginalized communities, lending a significant equity dimension to this epidemic. Seniors and young children, who are more likely to suffer serious injuries and fatalities in the event of a crash, are among the most vulnerable of these road user groups. Additionally, the region's sprawling development pattern, legacy road design, and prevailing biases in favor of driving create further barriers to active travel.



The Joslyn Center is a key destination for active seniors in Palm Desert.

Preliminary Analysis

Building upon Palm Desert’s 2016 Local Road Safety Plan, our initial analysis of safety conditions in Palm Desert highlights areas where crashes involving vulnerable road users (VRU) are concentrated and where further study and engagement may be merited. For instance, an analysis of Statewide Integrated Traffic Records System (SWITRS) data spanning 2018 – 2022 shows that many of Palm Desert’s FSI crashes occur along the SR 74 and SR 111 corridors in the city’s westside. As shown in **Figure 1**, serious crashes involving bicyclists and pedestrians aged 55+ are particularly concentrated in and around the city’s retail strip along SR 111. In **Figure 2**, we used anonymized mobile location data from Replica to examine the origins of bicycle and walking trips made by seniors on a typical spring 2023 weekday, finding that many begin adjacent to this high crash corridor.

As a major arterial lined with frontage roads, the SR 111 corridor represents a barrier for safe active travel. Neighborhoods to the north and south of this corridor are home to many senior living facilities and amenities like the Joslyn Center and El Paseo Shopping District. They are also a significant source of bicycle and pedestrian trips made by Palm Desert seniors. The intersection of San Luis Rey Ave and SR 111 connects several of these neighborhoods and is a hotspot of serious crashes involving these groups, suggesting one area for potential study and countermeasure application as part of the overall Vision Zero Strategy.



The intersection of San Luis Rey Ave and SR 111 with adjacent frontage road.

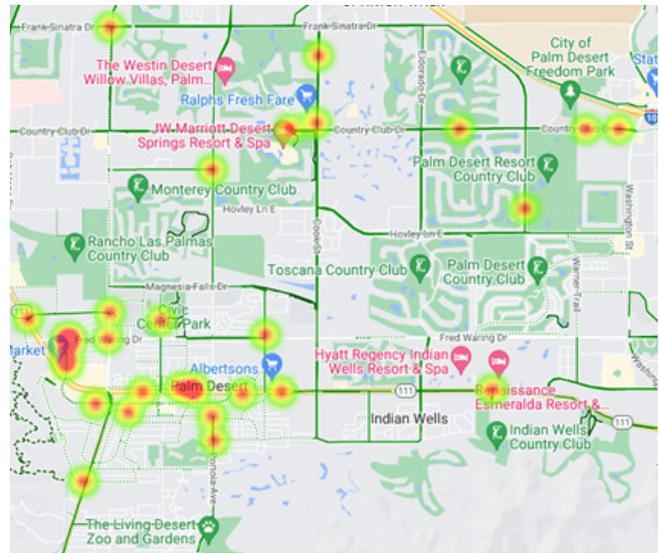


Figure 1. Heatmap of Palm Desert bicycle and pedestrian crashes with victims aged 55+ that resulted in fatality or injury (data source: SWITRS, 2018 - 2022).

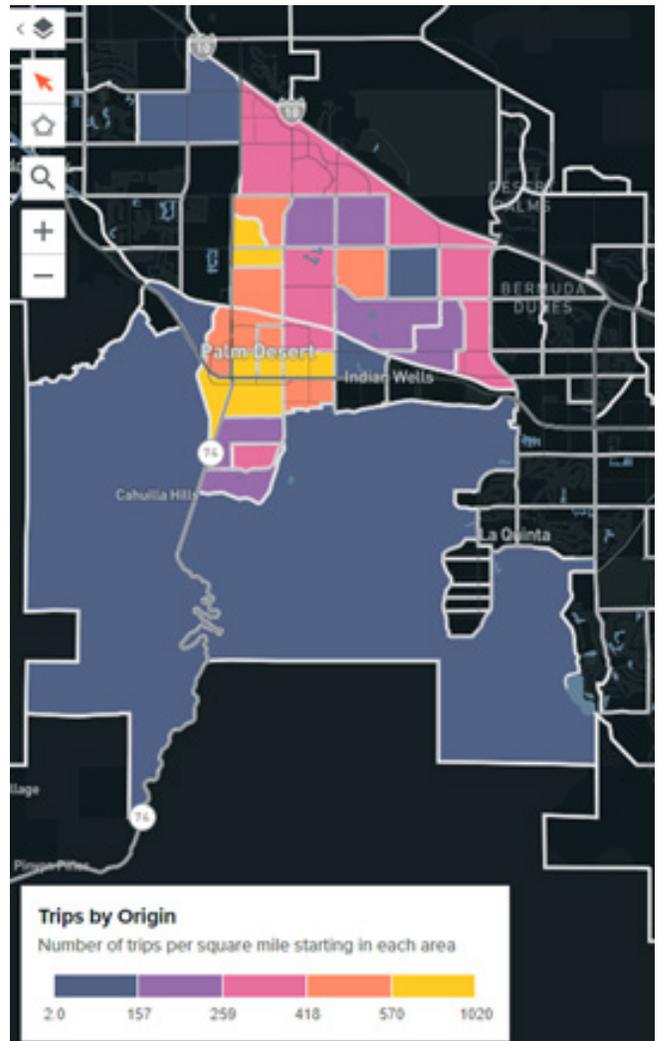


Figure 2. Number of bicycle and pedestrian trips per square mile made by persons aged 55+ on a typical spring weekday (data source: Replica, 2023).

A similar analysis of crash locations and travel patterns involving bicyclists and pedestrians under 18 reveals potential countermeasure opportunity at intersections in and around the block group containing Abraham Lincoln Elementary School and Palm Desert High School. School safety problems are often exacerbated by traffic congestion at arrival and dismissal times that can create added issues such as air and noise pollution. Such issues highlight the need for a multi-pronged campaign that includes not just planning and engineering approaches but a concerted engagement and messaging campaign that calls attention to the high costs of the transportation status quo and effectively encourages and promotes alternatives. Palm Desert's Vision Zero Safety Campaign has the potential to create this change, and the Alta team is equipped to help the City achieve this goal.



Congestion at Palm Desert High School.

A Call to Action

By pursuing a holistic Vision Zero Strategy with an emphasis on the community's most vulnerable road users, the City of Palm Desert has answered the call to action demanded by these unsafe and unsustainable conditions. The Alta team brings the right mix of skills, experience, and creativity combined with considerable knowledge of local communities to deliver meaningful results for the City of Palm Desert. Our team's combined expertise in planning, engineering, public engagement, marketing, analytics, and performance evaluation ensure that each element of the project scope will meet or exceed the City's high standards. We will leverage the latest industry techniques and most effective practices, and inform these with robust engagement and cutting-edge analysis. Under the Alta team's leadership, these elements will produce a sum greater than their parts by identifying feasible improvements, encouraging safe and active travel, and heightening awareness of all road users while enabling continual monitoring.



Project Management

Principal-in-Charge Sam Corbett will provide strong leadership along with Project Manager, Les Brown, throughout the Vision Zero Strategy project for the City of Palm Desert. Alta provides shared tools to enable delivery of high-quality products to our clients without surprises. Our approach to project management includes:

- **Preparing a clear scope of work that focuses on meeting the client's needs**
- **Continual monitoring of the schedule**
- **Clear and consistent communication with the client**
- **Real-time budget management**
- **Quality control**
- **Risk management and resolution**

Project Controls

The following outlines Alta's proven procedures for effectively managing a project:

Schedule

Prior to the kick-off meeting, we will create a detailed project schedule that maps out the tasks, work flows, critical path deadlines, and review cycles. This will be a living tool for the team to use to both plan ahead and coordinate, and also adjust as the project evolves. Having a clear schedule will help the team communicate about expectations, resources, and issues to be resolved.

Schedule Control

Alta understands the need to balance outreach with project schedules, as well as local, citywide, and regional transportation goals. Public opinion on projects also needs to be well-informed and representative of the community as a whole, not necessarily just a vocal few. Outreach must also be well-timed in relation to the project schedule. Feedback should be requested early, when it is feasible to incorporate changes, and the extent that a project is subject to change must be made evident to the public. Later outreach should show that a path forward has been chosen, and community feedback has been integrated in specific ways. This demonstrates that we've listened to the public and illustrates how their feedback has been incorporated.

Communication

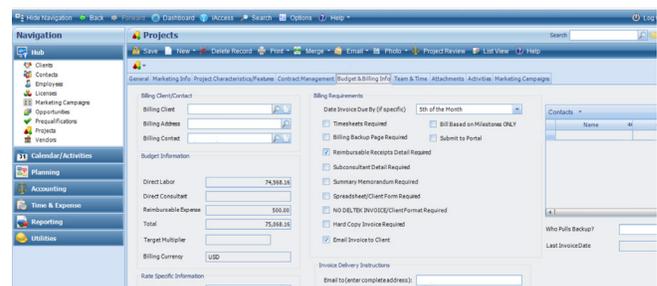
Quality control, communication, and project value involves Project Manager and Principal-in-Charge review of every project deliverable. Alta's Project Manager will be in regular contact with the City's Project Manager to keep them apprised of progress and seek input at key decision points. Managing this project effectively will require excellent communication skills so each member involved, including the various City staff and consultant team members, has a common understanding and expectation of the project outcome. Our team is small enough to provide personalized service, and large enough to include an array of skillsets to serve multiple strategies at once. Our team will help create and deliver a collaborative process between the City's staff and key project stakeholders. We take special pride in our ability to generate effective and informative collaborative relationships with our clients and project partners.

Time and Budget Management

Alta Project Managers use Deltek Vision software to manage the complete lifecycle of a project. Time commitments, project costs, and fees are captured in real time for accurate and complete client budgeting and billing. Project cost control can also be attributed to:

- **A strong, experienced project management team with a proven track record**
- **Open lines of communication between the project team and the City**
- **Striving to produce a project that exceeds the expectations of the City within the established budgets and schedule**

Our team has an excellent record of delivering high quality, award-winning, comprehensive projects to communities on time and within defined budgets. We invite proposal reviewers to contact our listed references to discuss our work experience on similar projects.



Alta utilizes Deltek Vision software to manage the complete life-cycle of a project.

Quality Assurance / Quality Control (QA/QC)

Alta maintains a quality assurance/quality control system along with strict adherence to established business procedures. Our team employs a three-tier quality control system that includes (1) an in-house editor who reviews all materials, (2) independent review by principals, and (3) in-house scheduling and management tools.

Our QA/QC process will provide both plan verification and schedule compliance. All members of the project team have the authority to identify problems, and to initiate, recommend, provide, and verify the necessary solutions.

The QA/QC process will be led by Principal-in-Charge Sam Corbett, whose primary role will be to see to the integration of goals of the project and to verify the accuracy and consistency of project deliverables. His strategic oversight and involvement will provide an efficient team that is well-connected to local opportunities and partnerships.

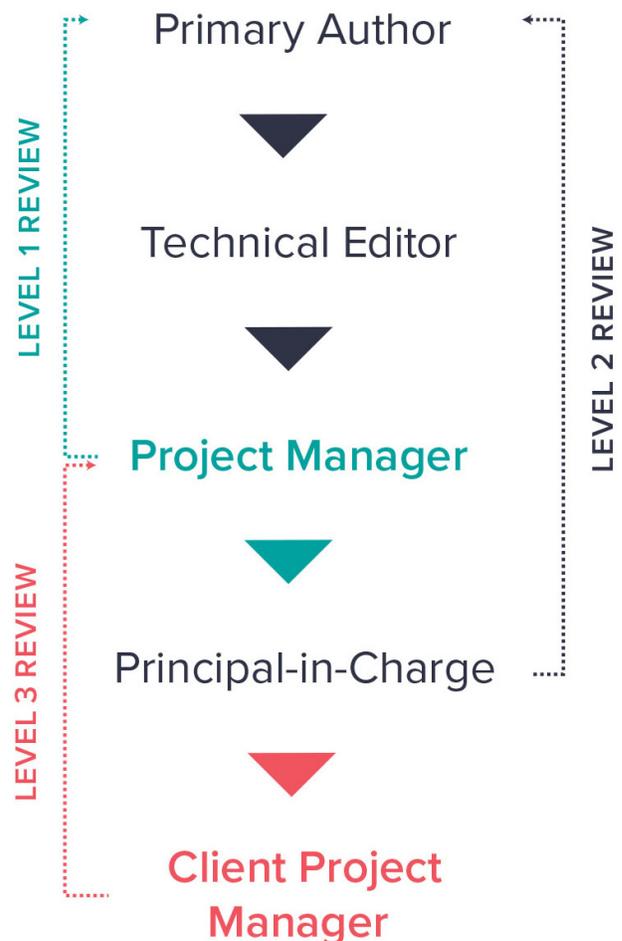
Our quality management procedures will see that:

- **Work is performed by qualified personnel**
- **The necessary information is documented, checked, transmitted and reviewed for completeness**
- **Documents will be reviewed by staff technical writers for accuracy**
- **Products are reviewed by staff not directly involved in the project to provide a fresh perspective and insight**

Alta concentrates on providing the highest level of service possible to our clients. We know that understanding our clients' most pressing needs, concerns, and issues is at the heart of planning and implementing successful and vibrant projects.

Risk Management and Resolution

Nearly all projects encounter resistance and varying degrees of difficulty at one point or another. Many planning projects are a minefield of potential pitfalls and challenges. These can include new requests from the public, changes to local policy, and inter-agency conflict. Consequently, it is critically important to have a team that anticipates these difficulties and is prepared to address these challenges with innovative approaches and battle tested solutions. Sam and Les will be continually "scanning the horizon" to identify potential risks and possible solutions before they impact the schedule and budget. We excel at helping our clients anticipate challenges and adjust as needed to complete delivery of core project outcomes.



Technical and Management Approach

Strategy 1: Safe Routes to School Plan

The Palm Desert Safe Routes to School Plan (School Plan) will provide clear implementable recommendations to create safer, more comfortable walking and bicycling options for students, their families, and residents. Through authentic and robust stakeholder engagement combined with targeted analysis of relevant data, the School Plan will identify safety, infrastructure, and programmatic barriers to walking and bicycling to, from, and around school. The School Plan development process itself will provide opportunities to educate and encourage families at schools in Palm Desert and surrounding communities to walk and bike to school safely and often.

The City has demonstrated its commitment to active transportation through its Local Road Safety Plan, which highlighted the need to improve safe access to schools for walking and biking for the school commute. Palm Desert's further commitment to the health and safety of its students will be realized through the completion of the School Plan by identifying clear and actionable next steps to improve school routes and promote their use, including for those with mobility challenges.

The School Plan project includes 8 schools serving more than 7,000 students across one school district and three cities. The Alta team understands that working with school communities presents unique opportunities for deep and personal engagement into highly localized issues around neighborhood infrastructure and travel behavior. At the same time, we are sensitive to the value of participants' time and seek to structure a multi-layered outreach that gives stakeholders multiple channels for engagement throughout the process, and aligns with existing meetings and events as much as possible.

Based on our experience working on similar SRTS efforts and guided by the City of Palm Desert, neighboring cities, and Desert Sands Unified School District, Riverside County's Department of Public Health, and school and community stakeholders, Alta will create a School Plan that addresses the following objectives:

- Develop a School Plan that incorporates infrastructure and non-infrastructure recommendations.
- Engage with stakeholders to identify school community-supported SRTS projects that will result in improved safety, public health, and connectivity.
- Provide actionable recommendations geared toward grants and implementation.

The following describes the Alta team's anticipated scope of work for the School Plan. For all deliverables, we assume the City will circulate drafts to any potential additional reviewers and provide one round of consolidated and internally-consistent comments.



Alta supported Walking School Buses in Rialto, CA.

Task 1.1 Existing Conditions

The Alta team will begin the work on the School Plan by conducting a project kickoff meeting followed by collection of a variety of data to inform the planning effort.

Task 1.1.1 Project Management

Throughout the project, there will be ongoing coordination between Alta's Project Manager and City of Palm Desert staff including in-person, e-mail, and phone communication to keep staff up to date. In addition, we will conduct bi-weekly calls to review progress, schedule, budget, and next steps covering active tasks.

Alta will use the following communication and reporting approach:

- **Project Kickoff Meeting.** Alta will facilitate a virtual project kickoff meeting that will include:
 - » Introductions
 - » Review of project schedule to identify key tasks, milestones, critical path items, deliverables, and due dates
- **Regular Team Meetings.** Throughout the project, Alta will host virtual bi-weekly meetings to keep the project moving forward on schedule and budget.
- **Consolidated Comments.** Unless otherwise stated, Alta has assumed one round of City review of draft deliverables including consolidated and internally consistent comments to maintain efficiency and adhere to the project schedule.
- **Monthly Progress Reports.** We will produce monthly progress reports that summarize tasks completed, and outline tasks to be completed in the coming month.
- **Meeting Summaries and Action Items.** Alta will produce detailed meeting summaries covering the discussion items and will include a list of follow-up tasks and the responsible party for each task in a Status of Open Items format.

Budget for these activities have been distributed throughout the project commensurate with the anticipated level of administration, oversight, coordination, and reporting effort required for each task.

Task 1.1.2 Plan Review

The Alta team, in collaboration with the City, will collect and review existing plans, policies, programs, and data. Existing plans will likely include, but not be limited to:

- General Plan
- Envision Palm Desert Strategic Plan
- Local Road Safety Plan
- SCAG's Connect SoCal

Findings will be included in an Existing Conditions Memo.

Task 1.1.3 Data Collection

Alta will gather existing conditions and background data for each school, identify opportunities and constraints as well as standards by which recommended updates will be set to guide the preparation of the School Plan, and include existing land uses, current and projected housing and land use development, population characteristics, and travel projections.

Alta will prepare a data request memo identifying key data needs such as existing conditions information that includes existing and proposed facilities, current mode share, description of land use and destinations, existing bicycle parking, existing wayfinding and existing non-infrastructure programs. This memo will be shared with the City Project Manager and the City will supply available data and documents that are not publicly available or that the project team does not have from previous work in Palm Desert. The findings of the existing conditions and background data review will be compiled into an Existing Conditions Memo.

Task 1.1.4 Traffic Counts

Alta team will collect traffic counts at up to three (3) locations near each school, including bicyclist and pedestrian counts conducted in three-hour blocks around school pick-up and drop-off times. The count information will be used to assess demand that can inform areas for improvement and prioritize potential projects. The findings of the traffic counts will be provided in the Existing Conditions Memo. Additionally, the count information will also be used to inform the Crossing Guard Analysis (further details provided in Task 1.5). If desired, Palm Desert can reserve some of the proposed counts to use later in the project to help inform conceptual design decisions.

Task 1.1.5 Existing Conditions Maps and Memorandum

Alta has extensive experience preparing comprehensive base maps for SRTS projects that illustrate important information in a cohesive and clear manner. We will prepare a base map for each school to show the school location, physical conditions, and travel information such as enrollment boundaries, school bus routes, transit lines, improvement plans, and crossing guard locations. We will further compile all materials developed in other tasks into an Existing Conditions Memo.

Task 1.1 Deliverables

- Kickoff Meeting and Meeting Notes
- Monthly Progress Reports
- Bi-Weekly Team Meetings
- Data request memorandum
- Traffic counts around project schools
- Existing Conditions Memo, draft and final
- Base maps for project schools

Task 1.2 Collisions and Gaps Analysis

Task 1.2.1 Collisions Analysis

Alta will conduct a bicycle and pedestrian collision analysis using the latest available 10-year SWITRS data. This analysis will be focused within a half-mile radius of each school and will include the total number of collisions by mode. We will document the top five intersections with the highest bicycle and pedestrian collisions and corresponding schools, and include the top five most common collision factor causes. Alta team will combine the collision data analysis performed through the 2016 Local Road Safety Plan with the most recent SWITRS data and supplemental data provided by City staff for each school (if available). The findings will be summarized and included in the Collisions and Gaps Analysis Memo.

Task 1.2.2 Challenges, Needs, and Gaps Analysis and Memo

Alta will conduct an assessment of infrastructure gaps and needs. This assessment will quantify factors that impact walking and bicycling activity, locate network gaps as potential projects, and identify areas with specific characteristics, such as areas that have both significant active transportation gaps and a high demand for walking and bicycling. This analysis will consider both roadways and trails within the City. Alta will use data about existing multimodal infrastructure to develop an understanding of how well destinations and areas of demand are connected for people who want to walk and bike for both transportation and recreation. Our analysis will also consider how the City's networks connect regionally to destinations throughout the Coachella Valley.

Alta will apply the results of these analyses to identify:

- Gaps in existing bicycle networks, intersection crossing needs, and other conflict points;
- Gaps in pedestrian networks, such as sidewalk gaps;
- Crossing needs in areas of pedestrian activities or at crossings of streets and other public rights-of-way; and
- New trail opportunities along drainage channels, other infrastructure rights-of-way, or adjacent to public street right-of-ways.

Alta will produce maps, tables, and narrative that describe gaps and needs synthesizing this information into critical needs and gaps that can be addressed by the City. Information from the public outreach process will also be integrated into this process. Alta will compile the collision data and analysis into the Collisions and Gaps Analysis Memo. Building on the base maps created in Task 1.1, we will identify challenges, needs, and gaps in the bicycle and pedestrian networks. The findings will be summarized and included in the Collisions and Gaps Analysis Memo.

Task 1.2 Deliverables

- Collisions and Gaps Analysis Memo (Draft and Final)

Task 1.3 Outreach and Engagement

Task 1.3.1 Outreach and Engagement Plan

The Alta team brings our experience conducting outreach in Palm Desert and the surrounding communities and understands the importance of developing material and notices in English and Spanish. With that in mind Alta, with input from the City, will prepare a detailed Outreach and Engagement Plan that will include school and community engagement tools and events to be used throughout the development of the School Plan. The Outreach and Engagement Plan will consist of a strategy to fully engage underserved communities, including outreach in multiple languages and means to reach groups that may not participate in traditional planning events.

Task 1.3.2 Website and Social Media

Alta is experienced in developing engaging content that supports the SRTS planning process. We will develop content for a School Plan project webpage on the City's website and social media platforms. The purpose of this content is to promote outreach and education materials, document workshops, promote parent surveys, workshops, walk audits, the Draft School Plan, and eventually the Final School Plan. The website will also allow stakeholders to submit feedback without attending meetings.

Task 1.3.3 Student Data

Alta understands the importance of student and partner input into the planning process. Alta has created modified data collection forms for the standardized Student Travel Tally and Parent Survey questionnaires from the National Center for Safe Routes to School that streamline and simplify that data collection. With the closure of the National Center, Alta uses SurveyMonkey to collect this data, and has developed template data analysis spreadsheets that easily analyze the data on student travel modes and parent attitudes about walking and bicycling to school. Data collection will be conducted twice, once at the beginning of the School Plan project and once at the end. The team will summarize these findings into the Outreach and Engagement Memo.

Task 1.3.4 SRTS Workshops

The Alta team will conduct up to four (4) virtual SRTS Workshops (or in-person if requested) for school staff, parents, law enforcement, fire department, and other stakeholders. The workshops will be based on the National SRTS Course from the National Center for Safe Routes to School, of which SRTS Specialist Kristin Haukom is a National Instructor. The workshops' purpose will be to introduce the School Plan project and educate on the 6 E's of SRTS (Engagement, Equity, Encouragement, Education, Engineering, and Evaluation). The COVID-19 pandemic has taught us that virtual meetings, broadcasted through various platforms, are the best way to engage with project stakeholders, including those who are typically unable to attend community events due to lack of transportation, childcare, work conflicts, or language barriers. All workshops will be conducted in English with Spanish interpretation available.

Alta excels at community outreach and engagement whether it is in-person at public events and open house workshops, or through online open houses, maps and surveys, and virtual stakeholder meetings. Our expertise with virtual engagement will see that participants feel connected to the project and each other while maintaining energy and focus on project needs.



Alta created a suite of outreach materials for the Pacific Electric Trail Expansion Feasibility Study that were used to engage with community stakeholders at a variety of events, including Rialto's Annual Bike Rodeo.

Task 1.3.5 School Walk Audits

Alta will lead school and City staff, parents/caregivers, residents, and other interested stakeholders on a walking audit of each of the eight (8) School Plan project school sites during the morning arrival or afternoon dismissal period. The purpose of these walk audits is to observe conditions and behaviors and identify challenges or impediments that currently limit walking and biking. The walk audits will be an opportunity to verify existing conditions of facilities and will be supported by Spanish-speaking staff when appropriate. Alta will work with each school community to notice these walk audits through their normal communication channels (i.e., e-blasts, flyers, PeachJar, etc.).

In addition to the in-person walk audits, Alta will provide community members who are unable to participate in the walk audit with another way to provide input, such as through a web-based mapping tool where participants can “pin” locations and write the issues or concerns for the marked location. The findings from each walk audit, including stakeholder feedback and photos, will be incorporated into a Walk Audit Report.



Alta has extensive experience leading walking audits. These audits allow us to closely observe pick-up and drop-off circulation patterns and gather first-person information about people's experiences walking and bicycling near school campuses. We will use this input to identify safety issues and countermeasures to address the problems.

Task 1.3.6 Pop-Up Workshops

Alta knows the importance of meeting people where they are at and will conduct “pop-up workshops” at up to three (3) public events, such as farmer’s markets, community fairs, or local parks, to provide information and solicit feedback from the community on the School Plan.

Task 1.3.7 Outreach and Engagement Summary Memo

Alta will compile an Outreach and Engagement Summary Memo that will have a description of the outreach and engagement and stakeholder involvement in development of the plan, including outreach to defined underserved communities, number and location of meetings, number of attendees, interpretation services provided, and summary of feedback received. The Outreach and Engagement Summary Memo will be designed to allow components/feedback to be easily incorporated into future grant applications and be structured as a framework to be updated throughout the course of the project, incorporating input as engagement tasks are completed.

Task 1.3 Deliverables

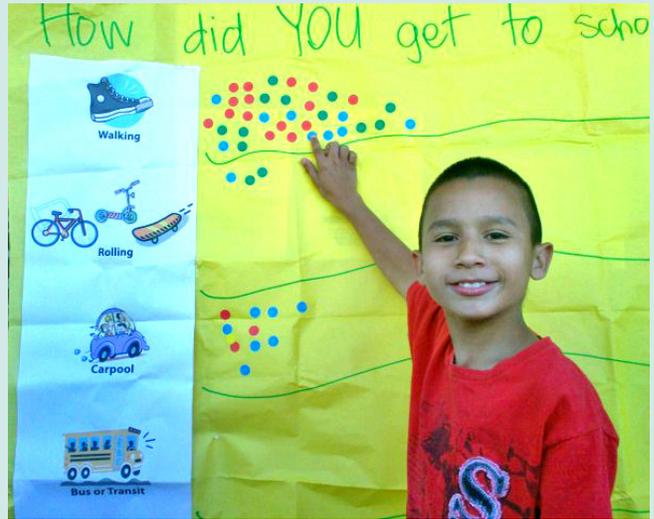
- Outreach and Engagement Plan
- Project website, survey, and Memo on Virtual Engagement
- PowerPoint presentation and photos
- Student Travel Tallies and Parent Surveys Analysis Memo
- Four (4) virtual SRTS Workshops
- Walk Audit Reports for project schools
- Photos, outreach materials
- “Pop-up workshops” at up to three (3) public events
- Outreach and Engagement Summary Memo, draft and final



Alta's Stakeholder Engagement Approach

Our team of professionals are experts at listening to the public, conveying technical issues in a clear manner, offering distinct choices and options to the public, and explaining trade-offs. We use a variety of innovative techniques, ranging from online surveys, the use of photo-simulation, videotaped interviews, field reviews, GIS mapping, and interactive public workshops—led virtually or in-person. We make contact with the community early and build confidence by addressing specific issues with a documented approach. Our engagement approach will focus on the following objectives:

- **Leveraging relationships** and the team's existing community connections to engage the public.
- **Creating excitement** around the project through consistent and agile media engagement on both traditional and digital platforms.
- **Communicating in clear and simple language** that is accessible to all levels of English proficiency and easily translatable to other languages.
- **Prioritizing transportation equity** for vulnerable populations including the young or the elderly, those with physical disabilities, or with social constructs such as race, ethnicity, poverty, or people who speak different languages.
- **Keeping stakeholders informed** throughout the process and creating a feedback loop so they can clearly identify where and how their input was used.
- **Developing a vision** for Palm Desert that is founded in community input and transparent decision-making.
- **Setting the groundwork for implementation** by strengthening connections between the City of Palm Desert and Stakeholders.



Task 1.4 Advisory Committee

Early stakeholder engagement in the School Plan development is crucial to building buy-in and hearing about concerns from the community. Therefore, Alta will facilitate convening a School Plan Advisory Committee within a few months of the project kick-off. Alta will be responsible for creating and disseminating agendas, outlining the role the committee will serve over the course of the project, and preparing presentations that will help committee members make decisions on key project outcomes, such as project prioritization. We will also use these meetings as opportunities to provide SRTS technical assistance related to quick and easily implementable SRTS strategies that will serve as “early wins.”

In collaboration with the City, Alta will compile a list of invitees to participate in a School Plan Advisory Committee. The list will likely include, but is not limited to:

- Indian Wells and La Quinta City staff
- Caltrans District 8 staff
- Riverside County Transportation Commission
- Riverside University Health System (Riverside County’s public health department)
- School and district staff
- Law enforcement
- Coachella Valley Association of Governments (CVAG)
- Community non-profits

Alta will prepare School Plan Advisory Committee meeting agendas and meeting notes. The School Plan Advisory Committee will meet a maximum of six times throughout the project. The School Plan Advisory Committee will advise the project team on potential project and programmatic recommendations that align with their goals.

The School Plan Advisory Committee will also provide input prior to major engagement activities and will review key project deliverables prior to posting to the public or decision-makers.

Task 1.4 Deliverables

- School Plan Advisory Committee invite list
- School Plan Advisory Committee meetings, presentations, agendas, and notes for up to six (6) meetings

Task 1.5 Crossing Guard Analysis

Alta understands the importance of school Crossing Guards to help students safely cross the street at key locations and remind drivers of the presence of pedestrians. Alta is a leader in Crossing Guard assessment, prioritization, and training. Our SRTS Specialist, Kristin Haukom, is the lead author of the *California School Crossing Guard Training Guidelines* from the California Department of Public Health (CDPH) and Caltrans. Kristin is also their lead Crossing Guard instructor, which includes conducting trainings for Crossing Guards throughout California and advising CDPH and Caltrans on Crossing Guard training and assessment procedures. With Kristin’s expertise, along with technical support from our accomplished engineers, Alta will help the City develop a methodology to prioritize the quantity and locations of Crossing Guards that meets the needs and constraints of the City and the school district, while also aligning with the CAMUTCD. Using this methodology, the team will conduct an in-depth analysis of current locations of Crossing Guards and make recommendations for maintaining, changing, or adding Crossing Guard locations. The team will use the California School Crossing Guard Training Guidelines to identify and assess Crossing Guard training needs. The Guidelines will be referenced and included as a resource in the Crossing Guard Prioritization Memo.

Task 1.5 Deliverables

- Crossing Guard Prioritization Memo



Alta Senior Advisor/SRTS Expert, Kristin Haukom, promoted safety initiatives through Rialto’s Safe Routes to School Program

Task 1.6: Recommendation and Prioritization

Task 1.6.1 Recommendations and Cost Estimates

Alta has over 20 years of experience developing SRTS recommendations. We will lean on that experience to integrate the information collected throughout the project, including existing conditions analyses, information from the School Plan Advisory Committee and stakeholder outreach and engagement, to develop infrastructure improvement recommendations within a half-mile radius of each project school.

Our team will make feasible, implementable recommendations that will improve the non-motorized transportation network for students and parents to walk and bike to school safely and conveniently.

Recommendations will include preliminary cost estimates that align with the requirements of the Caltrans Active Transportation Program and SS4A, so that the recommendations can be incorporated into future grant applications for implementation.

Task 1.6.2 Project Prioritization

Understanding the importance of equity and to ensure that underserved communities are prioritized, we will create an equity-framed and data-driven Project Prioritization Methodology that meets the needs of the City and school districts, as well as yields projects that are positioned well for SRTS project funds through Caltrans ATP, or other funding mechanisms such as City funds. The Project Prioritization Methodology may also be used to identify “bundled” projects (projects combined for safety need or to facilitate implementation) or school-specific projects, depending on input from stakeholders and engineering judgment.

Alta’s specialized planning and engineering staff will coordinate to develop a series of on-street and on-campus infrastructure recommendations. Alta will assess each school for four different scales of recommended improvements:

1. Low-cost on-campus improvements that can enhance safety and SRTS visibility.
2. On-campus improvements that require additional funding/coordination.
3. Low-cost, on-street changes that require minimal coordination and are relatively simple to implement.
4. Large scale, on-street changes that require great coordination, community engagement, or funding.

All infrastructure recommendations will be informed by existing conditions information, walk audits, stakeholder input, and professional judgment. This process will result in infrastructure recommendations that, once implemented, will support access to safe, convenient, and healthy modes of transportation for students, families, and residents.

Task 1.6.3 Suggested Route Maps

Using the School Plan Advisory Committee and stakeholder input, school recommendations, and walk audit observations, Alta will develop Suggested Routes Maps for each project school with suggested routes for families to walk or bicycle to and from school. The maps will show suggested walking routes for elementary schools and suggested walking and biking (as appropriate) routes for middle and high schools. The suggested routes-to-school maps will display school locations, surrounding streets, sidewalks and pathways within a half-mile from school, as well as other relevant information such as stop signs, crossing guard locations, and park and walk locations. Maps will also include safety tips for drivers and active transportation users.

Alta will solicit feedback on the suggested school routes maps from City and school staff via email. Once feedback is received, Alta will finalize the suggested school routes map. The Suggested Routes Maps will be available in English and Spanish and will be shared with the schools digitally.

Task 1.6.4 Programmatic Recommendations

Alta will prepare engagement, equity, encouragement, education, and evaluation program recommendations to complement the infrastructure recommendations to promote a culture that embraces active transportation throughout Palm Desert. These recommendations may include, but are not limited to: park and walk drop-off locations; walking school buses; bicycle trains; walk/bicycle to school days; and/or in-classroom pedestrian/bicycle safety and encouragement education. Programs will be informed through the outreach and engagement described in Task 1.3 and will address any projects the City and school district will be implementing that will affect any recommendations. They will also consider countermeasures to address behaviors that cause collisions, based on behavior change theory and the crash data analyzed in Task 1.2.

Task 1.6 Deliverables

- Infrastructure improvement recommendations, maps, and cost estimates
- Project Prioritization Methodology and prioritized network map
- Suggested Routes Maps
- Programmatic recommendations

Task 1.7 Draft and Final Strategy

Alta will prepare a Draft School Plan for City staff review. The Draft School Plan will be aligned with the Caltrans Active Transportation Program and SS4A guidance, so that the projects are “grant ready,” and will include a summary of actionable next steps for implementing the project recommendations. The Draft School Plan will provide a framework and guide for future SRTS efforts.

The Draft School Plan process begins with a detailed outline. Alta will submit the outline to City staff for review. The Draft School Plan outline is expected to include, but not be limited to:

- Introduction
- Project Background and Need
- Summary of Data Collection Activities and Findings
- Summary of Outreach and Engagement Strategies and Findings
- School-Specific Findings and Recommendations
- Crossing Guards Assessment

- Short-Term/Low-Cost Recommendations and Long-Term/Higher Cost Recommendations
- Implementation and Next Steps
- Priority Projects by School (including description, location, cost estimates, and timeline)
- Recommended Next Steps (including Short-Term/Low-Cost Recommendations, such as policy and procedure recommendations)
- Potential Funding Sources

Once the City has approved the outline, Alta will develop the Draft School Plan document in MS Word and submit it to the City for review. Alta will review one set of consolidated internally consistent comments in a track changes MS Word document. Based on City staff comments on the Draft School Plan, Alta will address any outstanding issues in order to complete the Final School Plan.

Task 1.7 Deliverables

- Draft School Plan Outline
- Draft School Plan
- Final School Plan

Task 1.8: City Council Review and Approval

In collaboration with the City, Alta will prepare a PowerPoint presentation highlighting the data collection, outreach and engagement, and prioritization processes used to compile the Final School Plan. Alta will conduct one (1) presentation to the City Council. Alta will solicit feedback during this presentation and respond to questions. This presentation and supporting documentation will serve as the basis for the City Council to adopt the Final School Plan.

Per direction from City staff, Alta will provide relevant content for staff to complete staff reports in advance of this presentation.

Task 1.8 Deliverables

- Presentation
- City Council adoption of the Final School Plan

Strategy 2: Safe Routes for Seniors Plan

The Palm Desert Safe Routes for Seniors Plan (Seniors Plan) will establish innovative and implementable recommendations for creating safer, more comfortable transportation options for older adults, including walking, bicycling, public transit, and other alternatives for aging drivers. Through targeted, meaningful community engagement and analysis of existing conditions, the Seniors Plan will identify barriers that seniors face when getting to and from their destinations. Throughout the planning process, key stakeholders and Palm Desert seniors will have opportunities to share their concerns, experiences, and ideas for improving mobility in the city.

The City's Local Road Safety Plan indicates that 50% of collisions involve aging drivers (age 65 years or older), much higher than the State average of 13%. Given the city's large population of seniors and retirees, this Seniors Plan will be key in helping reduce these collisions and improving safety for all road users citywide.

Based on our experience working on similar Safe Routes for Seniors efforts, Alta will create a Seniors Plan that addresses the following objectives:

- Analyze existing transportation infrastructure and programs for seniors in Palm Desert
- Engage with a diverse group of stakeholders and senior community members to shape the Seniors Plan.
- Develop a Seniors Plan that includes both infrastructure and programmatic recommendations that are primed for grants and implementation.

The following tasks provide an overview of Alta's scope of work for the Seniors Plan. For all deliverables, it is assumed that the City will circulate drafts to all relevant departments and agencies for one consolidated and consistent set of comments.



As part of the Santa Monica Active Aging Program, Alta conducted a transit outing and bicycle outing to promote and demonstrate safe active transportation for seniors.

Task 2.1 Existing Conditions

Alta will begin work on the Seniors Plan by collecting and analyzing a variety of data.

Task 2.1.1 Plan, Policy, and Program Review

With input from the City, Alta will collect and review existing plans, policies, and programs related to older adult mobility in Palm Desert. Existing plans will likely include, but not be limited to:

- Palm Desert General Plan
- Envision Palm Desert Strategic Plan
- Palm Desert Local Road Safety Plan
- SCAG's Connect SoCal
- The State's Master Plan for Aging

Findings will be included in the Existing Conditions Memorandum.

Task 2.1.2 Data Collection

Alta will compile background and existing conditions data on seniors (e.g., key destinations, demographics, health), identify opportunities and constraints as well as standards by which recommended updates will be set to guide the preparation of the Seniors Plan, and include existing land uses, current and projected housing and land use development, population characteristics, and travel projections.

At the outset of the project, Alta will prepare a data request memo identifying key data needs such as existing and previously proposed infrastructure projects, current mode share, description of land use and destinations, existing public transit, existing wayfinding, and existing non-infrastructure programs. This memo will be shared with the City Project Manager and the City will supply available data and documents that are not publicly available or that the project team does not have from previous work in Palm Desert. The findings of these analyses will be compiled into the Existing Conditions Memorandum.



Task 2.1.3 Traffic Counts

Alta will collect traffic counts at three (3) locations in Palm Desert frequented by senior pedestrians and bicyclists. Count collection will be scheduled based on seasonal fluctuations to capture the maximum number of active trips made by seniors and include at least 12 hours of counts per location on a typical weekday and a Saturday. Locations will be identified with input from the City, ideally in senior priority areas that feature key destinations such as senior centers, senior housing, and more. Additionally, when relevant, counts data from Task 1.1.4 (Data Collection for the School Plan) may also be used to capture senior activity in school areas. Traffic counts information will be used to assess demand that can inform areas for improvement and prioritize potential projects. The findings of the traffic counts will be provided in the Existing Conditions Memo.

Task 2.1.4 Existing Conditions Maps and Memorandum

Alta has extensive experience preparing comprehensive base maps that illustrate important information in a cohesive and clear manner. We will prepare base maps for the three (3) areas surrounding the traffic count locations to show the physical conditions and travel information such as transit routes, improvement plans, and key destinations. We will further compile all materials developed in other tasks into the Existing Conditions Memorandum.

Task 2.1 Deliverables:

- Existing Conditions Memorandum
- Traffic counts at three (3) locations
- Base maps for three (3) traffic counts areas

Task 2.2 Collisions and Gaps Analysis

Task 2.2.1 Collisions Analysis

Alta will conduct a bicycle and pedestrian collision analysis using the most currently available 10-year Statewide Integrated Traffic Records System (SWITRS) data available. This analysis will include the total number of collisions by user type (bicyclist or pedestrian), document the top five intersections with the highest bicycle and pedestrian collisions, and include the top five most common collision factor causes. Building on this, the Alta team will combine the collision data analysis performed through the Local Road Safety Plan with the most recent SWITRS data and supplemental data provided by City staff. The findings will be summarized and included in the Collisions and Gaps Analysis Memorandum.

Task 2.2.2 Challenges, Needs, and Gaps Analysis and Memo

Building on the deliverables from Task 2.1, Alta will conduct an analysis of infrastructure gaps and needs. This analysis will quantify factors that impact walking and bicycling activity, locate network gaps as potential recommendations (Task 2.5), and identify areas with specific characteristics. This analysis will consider roadways and trails within the city. Alta will use data about existing multimodal infrastructure to develop an understanding of how well destinations and areas of demand are connected for seniors who want to walk and bike for both transportation and recreation. It will also consider how the City's local networks connect to regional networks.

Alta will use these analyses to identify:

- Gaps in existing bicycle networks, intersection crossing needs, and other conflict points;
- Gaps in pedestrian networks, such as sidewalk gaps, crossing needs in areas with pedestrian activity or at crossings of streets and other public rights-of-way; and
- New trail opportunities along waterways, other infrastructure rights-of-way, or adjacent to public street rights-of-way.

Alta will synthesize the gaps and needs into maps, tables, and narrative that describe these gaps and needs. Information from the public outreach process will also be integrated into this process. This gap analysis will be summarized in the Collisions and Gaps Analysis Memorandum.

Task 2.2 Deliverables:

- Collisions and Gaps Analysis Memorandum (Draft and Final)

Task 2.3 Outreach and Engagement

Task 2.3.1 Outreach and Engagement Plan

Alta has extensive experience with outreach and engagement in Palm Desert and surrounding communities and understands the importance of developing materials and conducting activities in English and Spanish. The Alta team, with input from the City, will prepare a detailed Outreach and Engagement Plan that includes community engagement tools to be used and activities to be held throughout the development of the Seniors Plan. The Outreach and Engagement Plan will consist of a strategy to fully engage underserved communities, including outreach in multiple languages and means to reach groups that may not participate in traditional planning events. The Plan will also include key stakeholders and target audiences, anticipated outcomes, and proposed engagement strategy timelines.

Task 2.3.2 Engagement Tools

The Alta team will develop written content for a Seniors Plan project webpage on the City's website and social media platforms. The purpose of this content will be to promote outreach and education materials, surveys, workshops, walk audits, the Draft Seniors Plan, and eventually the Final Seniors Plan.



Senior Transportation Solutions

November 22, 2022 3:28 PM
by Peter Dzewaltowski

Older adults in Santa Monica have lots of ways to get around, and the Active Aging Pilot Program can help you take advantage. Below you will find information on how to get to where you need to go, without needing a car.

Alta assisted the City of Santa Monica with the development of their website for their Active Aging Pilot Program utilizing the City's website to communicate updates on the pilot and ways the community could participate.

The website will also allow stakeholders to submit feedback through a community survey and an online mapping tool. Alta will leverage our experience working on other Safe Routes for Seniors projects to develop a survey that asks about senior needs, priorities, and ideas for improving mobility and transportation in Palm Desert. The survey will be available in English and Spanish, both on the webpage and in paper format. Surveys may be distributed at key destinations and with help from key partners, such as The Joslyn Center. Additionally, Alta will develop an online mapping tool, to be embedded on or linked to on the webpage, that allows community members and stakeholders to identify barriers and ideas for improvements in Palm Desert. Participants will be able to leave comments, draw in preferred routes, and more.

Task 2.3.3 Community Workshops

Alta will conduct up to four (4) in-person and virtual workshops for seniors and other Seniors Plan stakeholders. The purpose of the workshops will be to introduce the Seniors Plan project, gather input on barriers and opportunities for improvements, keep people informed about the planning process, and later in the project, confirm that recommendations address stakeholder concerns and gap/safety issues. The COVID-19 pandemic taught us that virtual meetings, broadcasted through various platforms, are the best way to engage with project stakeholders, including those who are typically unable to attend community events due to lack of transportation, work conflicts, or language barriers. However, we also know, through our experience working on related Safe Routes for Seniors projects, that many older adults face technological barriers and prefer in-person engagement. With that said, we propose that two (2) of the workshops be held in-person and two (2) be held virtually to reach a wider audience.

The structure of the workshops will likely include a brief presentation on the project background, goals, and planning process, and stations or breakout rooms where participants can learn more about specific Seniors Plan components, such as existing conditions. All workshops will be conducted in English with Spanish and sign language interpretation will be available if needed.

Task 2.3.4 Senior Walk Audits

The Alta team will lead three (3) walk audits of each of the senior areas identified in Task 2.1.3 and Task 2.1.4. Walk audit participants will include senior residents, partners, City staff, and other key stakeholders. The purpose of these walk audits is to observe conditions and behaviors and identify challenges or impediments that currently limit walking, biking, and taking public transit. The walk audits will be an opportunity to verify existing conditions and will be supported by Spanish-speaking staff when appropriate.

In addition to the in-person walk audits, the Alta team will provide community members who are unable to participate in the walk audit with another way to give input, such as through the mapping tool described in Task 2.3.2. The findings from each walk audit, including feedback and photos, will be incorporated into a Walk Audit Report.



In Santa Monica, Alta staff facilitated a series of walk audits with senior residents to get input on challenges and barriers to walking, biking, and taking transit in the city.

Task 2.3.5 Pop-Up Workshops

The Alta team knows the importance of meeting people where they are, particularly to reach those seniors who may not typically attend City events and meetings. Because of this, we will conduct “pop-up workshops” at up to three (3) public events, such as farmer’s markets, community/resource fairs, or local parks, to inform and solicit feedback from the community on the Seniors Plan.



As part of the Santa Monica Active Aging Pilot Program, Alta staff conducted a series of pop-up tabling events at key destinations for seniors, such as the Santa Monica Public Library, WISE, and Healthy Aging senior center.

Task 2.3.6 Outreach and Engagement Summary Memorandum

Alta will develop an Outreach and Engagement Summary Memorandum that will have a description of stakeholder involvement in development of the plan, including outreach to defined underserved communities, number and location of meetings, number of attendees, translation services provided, and summary of feedback received. The Outreach and Engagement Summary Memorandum will be designed to allow components/feedback to be easily incorporated into future grant applications and be structured as a framework to be updated throughout the course of the project, incorporating input as engagement tasks are completed. Findings from the memo will feed directly into recommendations and prioritization (Task 2.5).

Task 2.3 Deliverables:

- Outreach and Engagement Plan
- Project website
- Survey
- Virtual Engagement Memorandum
- PowerPoint presentation and photos
- Four (4) Senior Workshops
- Walk Audit Reports
- Photos
- Outreach materials
- “Pop-up workshops” at up to three (3) public events

Task 2.4 Advisory Committee

Stakeholder engagement early in the Seniors Plan development is crucial to building buy-in and hearing about concerns from the senior community. Therefore, the Alta team will convene a Safe Routes for Seniors Advisory Committee within a few months of the project kick-off. Alta will be responsible for creating and disseminating agendas, outlining the role the committee will serve over the course of the project, and preparing presentations that will help committee members make decisions on key project outcomes, such as project prioritization.

In collaboration with the City, we will compile a list of invitees to participate in the Advisory Committee. The list will likely include, but is not limited to, representatives from:

- City staff, such as from Public Works and Housing
- Caltrans District 8 staff
- Riverside County Transportation Commission
- Riverside University Health System (Riverside County's public health department)
- Coachella Valley Association of Governments
- Local community-based organizations, such as The Joslyn Center
- Senior residents of Palm Desert
- SunLine Transit Agency
- Law enforcement

Alta will prepare Safe Routes for Seniors Advisory Committee meeting agendas and meeting notes. The Advisory Committee will meet virtually a maximum of six (6) times throughout the project and will advise the project team on potential projects and programmatic recommendations that align with their goals. The Advisory Committee will also provide input prior to major engagement activities and will review key project deliverables prior to sharing them with the public or decision-makers.

Task 2.4 Deliverables

- Safe Routes for Seniors Advisory Committee invite list
- Safe Routes for Seniors Advisory Committee meetings, presentations, agendas, and notes for up to six (6) virtual meetings

Task 2.5 Recommendation and Prioritization

Task 2.5.1 Recommendations and Cost Estimates

Building on the existing conditions analyses, feedback from the Safe Routes for Seniors Advisory Committee, and input from extensive stakeholder engagement, Alta will develop infrastructure recommendations within each area identified for Task 2.1.3 (Traffic Counts) and 2.1.4 (Existing Conditions Maps and Memorandum). Our team will make feasible, implementable recommendations that will improve the existing active transportation network for seniors to walk, bike, and take transit to their destinations safely and conveniently. Recommendations will be provided in project lists (tables) and shown in maps.

All infrastructure recommendations will be informed by existing condition data, walk audits, stakeholder input, and Alta's professional expertise. The result of will be infrastructure recommendations that, once implemented, will support access to safe, convenient, and healthy modes of transportation for students, families, and residents. Recommendations will include preliminary cost estimates that align with the requirements of the Caltrans Active Transportation Program and Safe Streets for All, so that the recommendations can be easily incorporated into future grant applications for implementation.



Older adults in Santa Monica were assisted with reading transit maps, using transit passes, planning trips, and more during group outings over the course of the Santa Monica Active Aging Program.

Task 2.5.2 Project Prioritization

Understanding the importance of equity and to ensure that underserved communities are prioritized, the team will create an equity-framed and data-driven project prioritization methodology that meets the needs of the City. The methodology may include, but not be limited to, the following criteria:

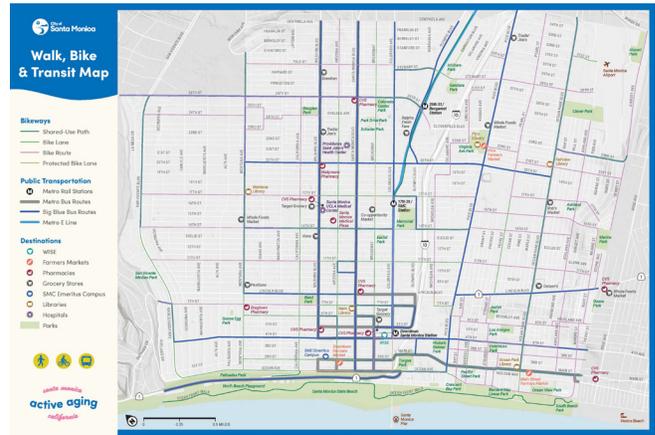
- Safety
- Connectivity
- Gap Closure
- Equity
- Feasibility
- Cost

The list of prioritized projects will serve as a guide for the City when implementing improvements in future years. This list will yield projects that are positioned well for funding through Caltrans ATP and other funding mechanisms. The project prioritization methodology may also be used to identify “bundled” projects (projects combined for safety need or to facilitate implementation), depending on input from stakeholders and engineering judgment.

Task 2.5.3 Suggested Route Maps

Using the Safe Routes for Seniors Advisory Committee and stakeholder input, infrastructure recommendations, and walk audit observations, Alta will develop Suggested Routes Maps for the senior areas identified in Task 2.1.3 and 2.1.4 to help seniors more easily and safely walk, bicycle, and take transit throughout the City. The Suggested Routes Maps will display key destinations like libraries, parks, and pharmacies; streets, sidewalks, and pathways; transit routes; existing and proposed bikeways; and more. Maps will also include safety tips for aging drivers and senior active transportation users.

Alta will solicit feedback on the Suggested Routes Maps from City and Advisory Committee before finalizing the maps. The Suggested Routes Maps will be available in English and Spanish and will be shared with the public both digitally and in paper copies. Alta assumes that the City will handle printing of the maps.



Alta developed a Walk, Bike, & Transit map tailored to Santa Monica seniors, which included suggested routes, safety tips, and other resources.

Task 2.5.4 Programmatic Recommendations

Alta will prepare engagement, equity, encouragement, education, and evaluation program recommendations to complement the infrastructure recommendations and promote a culture that embraces active transportation throughout Palm Desert. Programmatic recommendations will be informed through the outreach and engagement described in Task 2.3 and may include but are not limited to:

- Education for aging drivers
- Pedestrian/bicycle/transit safety classes
- Transportation technology classes (e.g., trip planning)
- Group walks, bike rides, and transit outings
- Direct support programs
- Senior mobility resources fair

Task 2.5 Deliverables

- Infrastructure improvement recommendations, maps, and cost estimates
- Project Prioritization Methodology and prioritized network map
- Suggested Routes Maps
- Programmatic recommendations

Task 2.6 Draft and Final Strategy

Based on Tasks 2.1 through 2.5, Alta will prepare a Draft Seniors Plan for City staff review. The Draft Seniors Plan will be aligned with Caltrans Active Transportation Program and SS4A requirements and will include a summary of actionable next steps for implementation. The Draft Seniors Plan will provide a framework and guide for future Safe Routes for Seniors efforts.

The Draft Seniors Plan process will begin with a detailed outline, to be submitted to City staff for review, expected to include but not limited to:

- Project Background and Need
- Summary of Data Collection Activities and Findings
- Summary of Outreach and Engagement Strategies and Findings
- Infrastructure and Programmatic Recommendations
- Short-Term/Low-Cost Recommendations and Long-Term/Higher Cost Recommendations
- Priority Projects (including description, location, cost estimates, and timeline)
- Implementation and Next Steps, including Potential Funding Sources

Once the City has approved the outline, Alta will develop the Draft Seniors Plan and submit it to the City for review in MS Word. Alta will review one set of consolidated and consistent comments using track changes and commenting in MS Word. Once these revisions are received, Alta will address any outstanding issues and develop a Public Draft Seniors Plan in Adobe InDesign. The Public Draft will be shared with community members and stakeholders through the project webpage and at outreach events, and it will be shared with the Safe Routes for Seniors Advisory Committee. Based on input received through engagement and the Advisory Committee, Alta will update and export a Final Seniors Plan.

Task 2.6 Deliverables

- Draft Seniors Plan
- Public Draft Seniors Plan
- Final Seniors Plan

Task 2.7 City Council Review and Approval

In collaboration with City staff, Alta will prepare a PowerPoint presentation highlighting the data collection, outreach and engagement, and prioritization processes used to compile the Final Seniors Plan. Alta will conduct one (1) presentation to the Palm Desert City Council. Alta will solicit feedback on the Plan during this presentation and respond to any questions from Council Members. This presentation will serve as the basis for the City Council to adopt the Final Seniors Plan. Per direction from City staff, Alta will provide relevant content for staff to complete staff reports in advance of this presentation. Following adoption of the Plan, a resolution will be added to the Final Seniors Plan.

Task 2.7 Deliverables

- Presentation
- City Council adoption of the Final Seniors Plan



Alta's dynamic in-house graphic design team creates plan documents that are easy-to-read and visually engaging. Alta's final plan documents are functional guidebooks for implementation with user-friendly graphics.

Strategy 3: Public Engagement and Activation

As creative partners with extensive experience in the City of Palm Desert, Idea Peddler understands and appreciates the breadth of Palm Desert's unique audiences. With full-time and seasonal residents, visitors old and new, Idea Peddler recognizes that to change the culture of driving, walking, and biking for better safety, they will need to develop an audience-centered approach.

Idea Peddler's creative approach and media savvy will work in tandem with Alta's traffic safety expertise to build and deliver a campaign that both resonates with community members and is backed by research and best practices. Alta's Programs Team, which is dedicated to transportation behavior change and traffic safety campaigns, will support Idea Peddler throughout Strategy 3, bringing together the best of both worlds.

Tapping into the successful approaches that created the award winning **UNITE Palm Desert campaign**, Idea Peddler, in partnership with the City and Alta, will create a campaign that is deeply rooted in community, informed by data, and ultimately results in tangible outcomes to improve safe active transportation in Palm Desert.



As part of the UNITE Palm Desert campaign, Idea Peddler partnered with a local artist to create a beautiful mural to launch the campaign.

Task 3.1 Campaign Goals and Objectives

The City of Palm Desert is not just a geographic location; it's a tapestry of diverse lifestyles, cultures, and experiences. Its streets see the hustle of residents, the leisurely pace of vacationers, and the curiosity of first-time visitors. Just as each group interacts with the city differently, their perception, habits, and understanding of the infrastructure are unique. This context forms the foundation of our approach.

To create a memorable and effective campaign aimed at promoting safe and comfortable active transportation within Palm Desert, the approach will focus on raising awareness, educating residents and visitors, and encouraging the use of active transportation infrastructure. Idea Peddler will launch a Discovery Meeting with key City staff and stakeholders to ensure alignment and synchronicity from inception to execution. The agenda for this meeting will include the following, resulting in a clear list of objectives, opportunities, and a roadmap to the next steps:

- **Initial presentation:** An overview of existing active transportation campaigns regionally and globally, showcasing successes and lessons learned.
- **Open dialogue:** City staff to share their vision, concerns, expectations, and any preliminary data.
- **Stakeholder perspective:** Invite a few representatives from different demographics (full- and part-time residents, a regular visitor) for a quick panel discussion. Their insights will offer a preview of the larger audience sentiment.

Moreover, we propose that a strong creative brief (the desired deliverable for this task) include insights from this diverse mix of residents and visitors. It is important that we hear directly from the audience about their current awareness, perceptions and barriers to walking and bicycling in Palm Desert. With this first-hand research, we will be prepared with the insights to create an impactful and actionable Creative Brief. Our approach for gathering these insights will include:

- **Surveys:** Digital surveys targeting different demographic segments. Questions gauge their current active transportation habits, awareness of existing active transportation infrastructure, safety concerns, and barriers to active transportation.
- **Best Practices Collaboration:** Working in collaboration with Alta, we'll have a workshop to dive into the success and barriers to consumer behaviors around safe biking in Palm Desert.
- **Data Driven:** Using data Alta has compiled for Safe Routes plans, we will consider factors limiting use of active transportation in Palm Desert.

Using insights from the Discovery Meeting and Consumer Insight Mining, we'll draft a Creative Brief. This document will serve as the blueprint for the entire campaign. It will outline:

- Key insights about Palm Desert's demographics and active transportation characteristics.
- Main objectives of the campaign, both qualitative (e.g., change in perception or awareness) and quantitative (e.g., increase in bike and walk counts by a given percentage).
- Targeted strategies for each demographic (age, house-hold income, etc.) and audience (residents, visitors, part-time residents, etc.) ensuring each message is tailored and relevant.
- Creative guidelines to maintain consistency and resonance in all campaign materials.

City staff will have an opportunity to provide feedback and revisions. We believe in a collaborative approach, ensuring all voices are heard and incorporated. The final draft of the Creative Brief Memorandum will incorporate City staff feedback and be enriched with insights directly from Palm Desert's road users, ready to guide a tailored, effective, and memorable Vision Zero Campaign for the city.

Task 3.1 Deliverables

- Creative Brief Memorandum

Task 3.2 Ideation and Concept Development

To appeal to the City's unique audiences, we will develop a unifying voice that echoes the aspirations of your community. Our approach to concept development seeks to marry the ethos of Palm Desert with industry best practices in a truly local campaign. Not only will we aim to increase the awareness and education of where and how to use the active transportation network in and around Palm Desert, we will inspire behavior change to promote a more safe and sustainable transportation system. Our steps to success include:

- **Organizing Community Listening Sessions:** Using workshops, surveys, or even digital engagement platforms building on public and stakeholder engagement activities conducted in Task 3.1. These listening sessions with local residents will amplify our knowledge of barriers, opportunities, and perspectives related to active transportation in the City and region, providing foundational knowledge for the creative concepts we will develop in this task.
- **Trend Analysis and Historic Immersion:** We will delve into current global and local advertising trends, ensuring our campaign feels fresh and relevant. This utilizes macro and micro trends both within the active transportation safety sector as well as campaigns rooted in similar ideas around engagement, health, sustainability and connection. Moreover, we will reflect on past campaigns, successes, and challenges specific to Palm Desert. This will ensure continuity and avoid redundancies. Given our breadth of work for Palm Desert over the past 5 years, we have a trove of information and assets to pull from to help continue the unified look and feel for Palm Desert promotional assets. This consistency will also be integral to reaching each of the respective audiences of Palm Desert and result in an expansive understanding of what works and what does not.

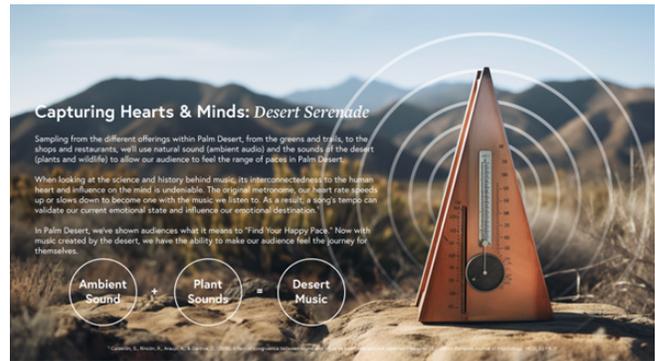
- **Concept Development:** Using insights from community interactions, trend analysis, and historic immersion, our creative team will craft three conceptual strategic approaches. These approaches range from consumer challenges to benefit-focused initiatives and potentially into aspirational efforts. Each concept territory will encompass:

- » Strategic Communication Anchor: The core message that holds the campaign together. What problem does it solve? What message does it deliver? What is the core reason for being for the campaign?
- » Theme: The overarching narrative that weaves various campaign elements coherently. This is a moniker that holds the idea together for easy understanding and reference.
- » Visual Language: Color schemes, designs, photographic styles, and iconographies that resonate with Palm Desert’s spirit. What does it borrow from? What is its antithesis? Where does it intersect and digress from existing Palm Desert work?
- » Copy Treatment: The language, tone, and style of communication. This may involve personifying the brand to help understand the communication style as though the campaign were a person.
- » Mood Boards: A visual representation that captures the essence of each theme. This may include font, colors, existing campaigns in the same sector or for the city itself or aspirational tones and campaigns from other sectors.

These steps will result in the development of three (3) robust and diverse creative approaches that we will present to City staff. Our presentation will seek to engage City staff in a feedback loop, and refining concepts accordingly. Once a final concept is zeroed in on, we will delve deeper into its execution strategy, crafting scripts, planning shoots, and laying out a roll-out plan. The ultimate outcome of this task will be a chosen creative concept that feels right for Palm Desert, refined and ready for execution. In the Creative Concepts Memorandum, we will detail this chosen concept, its various elements, execution strategy, and showcasing how it will come alive in the streets of Palm Desert, ensuring residents feel a sense of ownership and pride every time they encounter it.

Task 3.2 Deliverables

- Finalized Creative Concepts Memorandum



Excerpt from a creative territory developed for the Palm Desert Pocket Guide.

Task 3.3 Content Creation

Palm Desert is not just a city; it’s a place of significance to a range of unique audiences. Translating this into effective and engaging content requires both strategic foresight and creative brilliance. Drawing from our rich history of partnering with Palm Desert, we are poised to ensure the success of the City’s Vision Zero campaign.

Our content development process will include:

- **Expertise and Collaboration:** The campaign and content creation will benefit from Alta’s unique subject matter expertise in transportation behavior change and more than a decade of experience implementing traffic safety campaigns for public agency clients.
- **Varied Mediums:** We will develop a range of content from striking visuals, captivating copy, to immersive videos. Our in-house team will seamlessly produce the entire content spectrum, ensuring consistency in quality and brand voice across all channels. Our creativity will be boundless across media; starting with a video-first approach but creating a container that can be translated to everything from social media to city murals and even wayfinding signage and/or murals.
- **Asset Reuse and Reiteration:** With an expansive library from our prior campaigns, we are well-equipped to leverage the existing resources and create fresh content that feels familiar yet novel.

Our content development will also be efficient, adaptable, diverse, and inclusive, leveraging the following strategies:

- **Hero Shoots:** We are experts at conducting efficient, high-impact photoshoots that yield a multitude of adaptable content. By planning meticulously, we will capture diverse scenes in concise shoot periods, maximizing resource utilization. During a 2-3 day shoot, our team of still photographers and videographers will work with existing infrastructure and local talent to shoot content that is both timely and timeless.
- **Adaptability:** The content will be designed for easy adaptation, ensuring a long shelf-life and versatility to meet emerging needs or channels as the campaign progresses. In post-production, we will utilize our in-house animators and designers to develop 3D animation and environment rendering, or to draw attention to important and relevant information such as wayfinding and signage.
- **Diversity and Inclusivity:** To ensure our campaign is for the community and by the community, we will need to create a campaign where they can see themselves. To reflect the broad range of appearances and abilities that make up Palm Desert, and secure resident enthusiasm and engagement, it is imperative that our campaign is representative. To enhance accessibility, we will utilize high-contrast colors and larger fonts for readability, and incorporate captions in videos to accommodate deaf and hard-of-hearing individuals. Additionally, we'll ensure that all digital platforms are compatible with assistive technologies like screen readers. Alt-text will be provided for all images, ensuring that visually impaired users receive comprehensive information. We will also ensure content is crafted in multiple languages with special emphasis on Spanish to resonate with a broader audience. Additionally, visual design elements will capture the rich tapestry of cultures, histories, and groups living in the city to ensure every Palm Desert resident sees a reflection of themselves in our campaign.

Additionally, our content creation will include targeted outreach and multi-platform integration strategies to maximize the campaign's reach and impact:

- **Audience Segmentation:** Drawing from our qualitative listening sessions, we will tailor our content strategy to address the specific needs, preferences, and pain points of distinct audience segments of all ages. Used in a number of ways, the city's active transportation network will be promoted in a variety of edits, each cut to support and represent the different segments and use cases in Palm Desert's audience.
- **Engagement Channels:** Recognizing that each demographic interacts differently, we'll deploy multi-channel strategies across a spectrum from digital to grassroots. Digital might include social and CTV for digital natives while grassroots may tap into influential locals like city officials, business owners, and various community leaders. Traditional media may leverage out-of-home to reach visitors and residents alike or borrow local authenticity and community from beloved radio DJs or print columnists. Opportunities may exist for Alta and/or media partners to participate in or lead culturally resonant events that create buzz and community spirit such as Farmer's Markets or other community events at Civic Center Park or even on CV Link itself.
- **Digital Dominance:** In tandem with other promotional efforts, developing a strong online presence through strategically placed digital video ads and vibrant social media content will ensure Palm Desert's message reverberates in every digital corner.

Every content piece will be submitted to City staff for review to ensure the content remains aligned with the City's vision and resonates with its inhabitants. The Campaign Content Memorandum produced as the product of this collaborative process will serve as a comprehensive guide detailing major content pieces created for the campaign. From high-resolution visuals, copy drafts, video links, to a strategic recommendation of intended platforms and usage, this document will be the touchstone for all campaign-related content.

Task 3.3 Deliverables

- Campaign Content Memorandum (including campaign content)

Palm Desert Media Market Estimates

We have developed the following hard cost media estimates and metrics for the Palm Desert market. This budget will include a minimum of \$185,000 for media buys supporting at least 8 months of working media including a range of channels such as those listed below. Should the City wish to forego in-person engagements conducted by Alta in the Campaign Implementation phase (Task 5), we can allocate an additional \$15,000 to these media buys. We will work closely with the City in the process of developing Task 3.2 and Task 3.3 memos to select the appropriate channels to maximize the campaign's reach and impact.

- **Billboards and digital OOH** (estimated at \$2,500-\$5,000/board). Examples include Hwy 111 Rotary billboards, digital screens around pedestrian walking areas, airports, gas stations or other out of home environments)
- **Social media** (estimated at \$10-20 CPM). Examples include Facebook and Instagram video and static ads.
- **Search** (estimated at \$0.50-\$1.25 CPC). Examples include keywords on “getting around Palm Desert”, “bike routes Palm Desert”, on Google.
- **Local Print** (estimated at \$40-\$75 CPM). Examples include The Desert Sun News, Palm Springs Life, Inland Empire Magazine, Coachella Valley Weekly, Coachella Valley Independent, The Desert Magazine, etc.)
- **Non-traditional** (estimated at \$3,000-\$15,000/execution). Examples include Murals, Pole Banners
- **Digital Community News** (estimated at \$2,500-\$5,000/execution). Examples include Nextdoor, Patch, Uber/Lyft ads)
- **Local Broadcast** (TV and/or Radio) (estimated at \$8-\$30 CPM). Examples include KPSC-FM 88.5, Mix 100.5, KUNA, KGAY, KNWZ, etc.)



Unite Palm Desert Mural, Painted by John Cuevas in collaboration with Idea Peddler on behalf of the City of Palm Desert.

Task 3.4 Campaign Workflow

Our team takes project delivery and client satisfaction seriously. We pride ourselves on clear communication, professionalism, and smart work. We are committed to on-time performance. Idea Peddler will coordinate closely with Alta's PM throughout the duration of the project to ensure our well-ordered and integrated workflow that builds upon and leverages our team's respective strengths to produce synergies and amplify impacts.

Drawing upon our team's wealth of effective campaign and project delivery experience, we understand that the success of any campaign is not just rooted in the creativity of its content but in the precision of its execution. Therefore, the Campaign Workflow is not just a roadmap but a blueprint for our shared success.

Idea Peddler and Alta will employ some of the following time-tested methods and strategies to ensure a well-ordered, transparent, and accountable campaign workflow with a steady cadence of milestones:

Scheduling Strategies:

- **Initiation:** Each task will have a firm start date following approvals.
- **Phased Campaigns:** Our work will be structured in sprints, with each phase focusing on a different facet of the campaign, ensuring consistent engagement and maximum impact.
- **Rolling Launch:** When appropriate we will test campaign elements in limited capacities to refine before the primary launch.
- **Periodic Milestones:** Such as major community events, influencer partnerships, or any notable city celebrations will be tracked to leverage and dovetail with our campaign.
- **Buffer Periods:** These will be allocated for both creation and review, ensuring content is always top-notch and in line with the City's vision while avoiding schedule slippage.

- **Detailed Gantt Chart:** We will use our cloud-based tools to develop an interactive Gantt chart assigning responsibilities, deadlines, and dependencies for every task, from ideation, content creation, to community engagement events. The Gantt chart will be aligned with our multi-channel approach detailing how each content piece will be leveraged, from Facebook posts to city-wide banners and community events.
- **Staggered Rollouts:** Will be used to space content releases and keep the campaign fresh and continually in the audience's mind.
- **Sequential Workflow:** Highlighting tasks that are contingent on prior tasks' completion ensures smooth transitions and helps avoid bottlenecks.
- **Periodic Updates:** Our Gantt chart will be periodically updated to reflect approved schedule changes and/or critical path impacts beyond the project team's control. This schedule will be integrated with the overall project schedule and inform regular project reporting to City staff.

Monitoring, Evaluation, and Reporting Strategies:

- **Clear Roles:** Every team member from Idea Peddler and Alta will know their precise role, fostering accountability.
- **Feedback Loops:** We will schedule quick feedback sessions after major campaign milestones to enable continuous improvement.
- **Regular Dashboards:** We will develop dashboards for use in the implementation phase that provide a visual representation of the campaign's impact, from reach to engagement, shared periodically.

This collection of strategies will feed into the Campaign Workflow Memorandum, which will be a well-crafted document detailing all aspects of the workflow. Accompanied by a visual timeline, this memorandum will serve as the shared reference point for both Idea Peddler and the City of Palm Desert, ensuring alignment at every step.

Task 3.4 Deliverables

- Campaign Content Memorandum (including campaign content)

Task 3.5 Campaign Implementation

The Alta team’s strength lies not just in crafting strategic campaigns, but in ensuring their quality execution. In addition to delivering the best in media, our team will activate the campaign by reaching residents where they live and play to send the messages home and connect on a deeper, more personal level. With input from stakeholders and the City, we will identify up to 4 events and/or community hubs for campaign activation. Example event venues include the Farmers Market, Community Center, Joslyn Center, Concerts in the Park, or other frequented and trusted locations where we can talk with residents about active transportation and safety.

We want to go beyond reaching the self-selected community members who might attend a workshop or webinar to engage with the broader community who may not seek out information on their own. At these events or pop-ups, the Alta Team will invite engagement through interactive activities with a focus on active transportation and safety: this could include anything from field day games to trivia with prizes to a community art project, all designed with the intention of educating, building community norms, and ultimately changing transportation culture. From the outset the City of Palm Desert can expect the following from Idea Peddler and Alta’s engagement and activation efforts:

- Campaign Oversight: Our dedicated team ensures every component aligns with the strategic vision. We believe in the details and ensure nothing is overlooked.

- Content Coordination: Our in-house content creators and coordinators will ensure a consistent narrative across all platforms, enhancing the City’s brand presence.
- Quality Control: The assurance of quality is not just a line item for us; it is an ethos. Every piece of content undergoes rigorous checks for consistency, tone, and alignment with campaign objectives.
- Channel Management: With expertise in multi-channel campaigns, we ensure that the right content reaches the right audience on the right platform. In fact, our robust in-house media capabilities have historically saved Palm Desert thousands of dollars in past campaigns from limiting wasted impressions in bot or other irrelevant traffic, as well as improved digital programmatic bidding prices.
- Performance Monitoring and Real Time Engagement: Using customized and on-demand reporting tools, we track the campaign’s pulse in real-time, ensuring we’re always in tune with its health and effectiveness. We will make our client-facing dashboard readily available for maximum transparency. This dashboard provides reporting on a wide variety of trends and metrics such as ranking of ad performance, impressions, click through rates, comments, shares, reactions, video thru play, and costs across a multitude of digital channels.
- Adaptation to Trends: In the ever-evolving digital landscape, we stay ahead of the curve, tweaking the campaign to harness emerging trends and opportunities. In collaboration with Alta, we’ll continue to ingest and deploy campaign optimizations and trends based on both local and global findings as it relates to this campaign as well as the Vision Zero Strategy overall.

CHANNEL MIX

Adaptable Media Planning in Practice

Our approach to performance marketing relies on advanced behavioral targeting. We identify the most efficient audiences and continually optimize to take conversions from a trickle to a firehose. We'll cast a wide net at low levels to see what gains traction. Professional media-buying tools ensure your share-of-voice and reach are substantial enough to be seen. Through pixels, machine-learning, and advanced ad-serving technologies, we'll have full visibility into the highest-performing partners, audiences, and placements in a real-time view, ideal for optimizing to top performers quickly and easily.

Additionally, with in-house creative we have A/B copy and image testing in real-time, where media and creative teams collaborate for the most effective campaigns and ads.

Phase 1: Fast-Twitch Test

- Multiple Partners
- Hyper-Targeting
- Small Budget
- Multivariate A/B Testing

Phase 2: Optimize

- Larger budgets to the most efficient placement
- Add additional targeting strategies as necessary

Phase 3: Scale Up

- Fully scaled, engineered results

Our collective efforts in Task 3.5 will culminate in a far-reaching yet targeted and tailored campaign that catalyzes a cultural shift in Palm Desert’s transportation landscape bringing awareness to the costs of the status quo and the appeals of alternatives. We will document the campaign’s planned channels, spend, tactics, partners and estimated performance benchmarks in the Campaign Implementation Memorandum that will serve as the deliverable for this task.

Task 3.5 Deliverables

- Campaign Implementation Memorandum

Task 3.6: Performance Evaluation

Success isn’t linear, and neither is changing the culture of transportation in Palm Desert. To deliver on the city’s goals to make an immediate and memorable impact on the community safely and comfortably using current active transportation infrastructure, we must measure the reach and impact of our campaign to understand its effectiveness and contributions to the City’s task- and project-level goals, objectives, and metrics, including those established in collaboration with the City and documented in earlier meetings and memoranda. This evaluation will also guide campaign refinements in real-time and serve as a guidepost for future campaigns in the post-implementation phase.

Our Performance Evaluation strategies will include:

- **Data Collection:** Leveraging the best available digital tracking tools, we’ll tag and capture all data points from web to creative to understand the deepest levels of every interaction, ensuring a comprehensive understanding of audience behavior and creative impact.
- **Conversion Analysis:** Beyond engagements, we focus on tangible results, understanding how interactions translate to real-world outcomes. We’ll incorporate a post-campaign qualitative analysis to understand if we achieved our goals and objectives outlined in the first Task.
- **Channel Effectiveness:** Using granular data, we identify the most effective channels, ensuring better ROI in subsequent phases.
- **Content Assessment:** Through a combination of sources including web, media and audience engagement, we determine which content pieces resonated the most.

- **Lessons Learned:** Every campaign is a treasure trove of insights. We ensure every challenge and success is documented, refining our strategy for subsequent campaigns. Be it creative learnings, media channel, or audiences, we are always crafting campaign reporting that illuminates insights for future efforts.
- **Reporting:** We will create a detailed, yet digestible Campaign Performance Evaluation Memorandum, encapsulating the campaign’s journey from inception to conclusion.
- **Client Presentation:** We believe in transparent, candid conversations. Our post-campaign presentation to the City will not just highlight successes, but also offer insights into challenges and a roadmap for the future helping chart next steps to achieving Vision Zero.

Task 3.6 Deliverables

- Campaign Performance Evaluation - Memorandum
- Campaign Performance Evaluation - Presentation



The Alta team has extensive experience leading strategy, implementation, and evaluation for media campaigns, including social media and communications.

Strategy 4 Investment Strategy

Alta understands the critical importance of identifying and prioritizing bicycle and pedestrian projects that meet the City's strategic objectives, include broad support, are feasible, and are primed to win discretionary funding opportunities such as those available through USDOT's SS4A Program and Caltrans' Active Transportation Program. Our work in Strategy 4 will focus on (1) consolidating active transportation projects in existing plans and new ones from the School and Seniors plans (2) developing a robust and equitable project prioritization process informed by stakeholders and grant criteria and (3) applying this process to produce an Investment Strategy with at least \$10 million in improvements for the City Council's ultimate approval including accompanying project descriptions, cost estimates, and preliminary concept maps for use in future grant applications.



Alta's prioritization process will help to ensure capital improvements submitted for grant funding include broad support, are feasible, and are primed to win discretionary funding opportunities

Task 4.1 Review and Consolidate Planning Documents

In this task the Alta team will review city, regional, and state planning documents to identify active transportation projects that are outstanding. In addition to documents listed in the RFP, covering plans and studies from the City and CVAG, our review will include an exhaustive search of relevant documents such as:

- Caltrans District 8 Active Transportation Plan (2022)
- Riverside County Transportation Commission's (RCTC) Long Range Transportation Study (2019)
- RCTC Inland Empire Comprehensive Multimodal Corridor Plan (2022 Update)
- Southern California Association of Government's Connect SoCal 2024 (plan due for public review and comment in fall 2023)

Findings from this review will be combined in a spreadsheet with newly produced recommendations from the School and Seniors plans. As available, each recommendation will be sorted by a variety of attributes such as referenced planning document, mode (ped, bike or both), facility type, project extent, roadway segment and jurisdiction, estimated cost, project development phase, HIN alignment, application of Crash Modification Factors (CMF), and equity (e.g., whether the project is located in an area of Palm Desert experiencing elevated levels of housing burden, linguistic isolation, poverty, and/or environmental burden). We will also seek to identify overlaps between recommendations and whether such recommendations were developed independently or through earlier consolidation efforts. Attributes that support assessment of feasibility and connectivity may also be included.

This key information will be selected and refined in close consultation with City staff. We propose to conduct this review process concurrent with the selection of project prioritization criteria in Task 4.2 (discussed in detail below) to maximize the efficiency of information gathering. Additionally, we propose to complete the High Injury Network (HIN) and countermeasure analyses discussed in Task 5.1 (Identify and Develop Content for Dashboard and Monitoring Tool) prior to initiating our review and consolidation process in Task 4.1. This step will allow our review to be informed by these important analytical findings that may have significant bearing on project prioritization.

Task 4.1 Deliverables

- Capital Project Spreadsheet (without prioritization)

Task 4.2 Prioritize Capital Projects

Prioritization balances Palm Desert’s values and grant funding criteria with available data and tradeoffs to understand which projects will provide the greatest return on investment. Our criteria development process will be aligned with the review and consolidation process discussed in Task 4.1 and be informed by the systemic safety analyses conducted in Task 5.1. It will carefully consider community values, feasibility, and fundability. Like the prioritization processes used in the School and Seniors plans, our selection of metrics and methods will be informed by equity and work to ensure the benefit of underserved communities and the City as a whole.

Implementation grant selection criteria in the FY23 SS4A NOFO included five merit criteria: #1 Safety Impact; #2 Equity, Engagement, and Collaboration; #3 Effective Practices and Strategies; #4 Other DOT Strategic Goals; and #5 Supplemental Planning and Demonstration Activities. These will be carefully reviewed to inform criteria selection in our process and to develop a streamlined set of prioritization criteria taking other considerations and input from City staff into account. We will also review previously awarded SS4A Implementation Grant applications to glean information that may further strengthen future applications and merit inclusion in the prioritization process.

Alta’s Civic Analytics team has developed tools to streamline metric creation, score development, and overlay processes to efficiently deliver prioritization analysis. Based on the types of data available Alta can use qualitative scoring or percentile-based scores for comparing different metrics of success for projects. In consultation with City staff, Alta will establish weighting schemes for different prioritization scenarios and provide draft results for review by relevant stakeholders. The project prioritization methodology may also be used to identify “bundled” projects (projects combined for safety need or to facilitate implementation), depending on input from stakeholders and engineering judgment. Based on stakeholder review and a sensitivity analysis of results based on different weights, Alta will develop a preferred prioritization approach that will be documented in the Prioritization Methodology Memorandum. We will apply the adopted method(s) to the Capital Project Spreadsheet to produce the Updated Capital Project Spreadsheet with Prioritization.

Task 4.2 Deliverables

- Meet with City staff to discuss prioritization methodology.
- Prioritization Methodology Memorandum
- Updated Capital Project Spreadsheet (with Prioritization)

Task 4.3 Draft and Final Investment Strategy

Using the Updated Capital Project Spreadsheet with Prioritization, Alta will compile a list of Comprehensive Recommendations. These recommendations will include preliminary cost estimates that align with the requirements of the Caltrans Active Transportation Program and SS4A, so that the recommendations can be easily incorporated into future grant applications for implementation. Based on the ranking and cost of the Comprehensive Recommendations, along with the potential to bundle improvements to address specific needs or gain efficiencies, Alta will select \$10 - \$15 million in priority capital projects that align with previous SS4A implementation grant guidelines. We will work closely with City staff to select and refine this list of Grant Recommendations.

We will compile the Comprehensive Recommendations and Grant Recommendations along with the preliminary concept maps and other supporting materials in the Draft Public Investment Strategy (Strategy).

The Draft Strategy will also include a concise introduction acknowledging the USDOT and providing background on the SS4A program and indicating the City’s intent to use the Strategy document to pursue funds from this program. Further, the Draft Strategy will detail the project review and consolidation process and provide a chapter on the methodology used to prioritize projects for investment. Alta will meet with City staff to review this draft and garner feedback. Following resolution of comments, we will submit the Final Investment Strategy that will provide a clear roadmap for future funding pursuits and programming efforts once adopted by City Council.

Funding Expertise

Alta staff have assisted jurisdictions across the country to secure more than \$1 billion in grant funding for multimodal projects.

Funding Source	Awarding Agency	Amount Procured
Affordable Housing and Sustainable Communities	California Department of Housing and Community Development	\$618,139,626
Round 3		\$44.8M
Round 4		\$103.9M
Round 5		\$131.3M
Round 6		\$181.5M
Round 7		\$156.5M
Active Transportation Program	Caltrans	\$186,392,305
Cycle 1		\$26.7M
Cycle 2		\$24.2M
Cycle 3		\$24.9M
Cycle 4		\$28.3M
Cycle 5 Quick-Build Pilot Program		\$874K
Cycle 5		\$39M
Cycle 6		\$34.2M
Highway Safety Improvement Program	Caltrans	\$2,600,000
Sustainable Transportation Grants	Caltrans	\$3,306,877
TIGER	USDOT	\$48,722,700
TIGER II		\$15M
TIGER IV		\$23.2M
TIGER V		\$10.5M
BUILD	USDOT	\$41,000,000
RAISE	USDOT	\$110,369,423
SMART	USDOT	\$2,000,000
Local Grants (includes funding sources for bicycle and pedestrian facilities, Safe Routes to School, trails and greenways, Complete Streets and Green Streets, and more)	Various (awarding agencies include cities, counties, transportation authorities, associations of government, and more)	\$84,316,430
Total Funding Awarded:		1,096,847,361

Our schedule for this Strategy will prepare the City to submit transformative improvements in the anticipated spring 2025 SS4A Implementation Grant cycle while our robust and inclusive planning process will help to ensure they are highly competitive for funding. Alta has an impressive track record of winning high-value capital improvement grants such as this for clients. For instance, our design, engagement, and grant writing support for the Pacific Electric Trail Expansion Feasibility Study led to the City of Rialto winning nearly \$7 million in Active Transportation Program funding to build the Pacific Electric Trail extension. We bring that same commitment to excellence and implementation to this effort.

Task 4.3 Deliverables

- Draft Investment Strategy including Preliminary Concept Maps
- Meet with City staff to discuss Draft Investment Strategy
- Draft Public Investment Strategy
- Final Investment Strategy

Task 4.4 City Council Review and Approval

The Alta team will prepare a PowerPoint presentation highlighting the extent of plans reviewed; the prioritization process including criteria and weighting selection informed by inputs from City staff; and the purpose and findings of the investment strategy including presentation of Grant Recommendations along with cost estimates, descriptions, and preliminary concept maps from one or more highlighted projects. The structure and content of this presentation will be refined in consultation with City staff. This presentation will serve as the basis for the City Council to adopt the Final Investment Strategy. Per direction from City staff, Alta will provide relevant content for staff to complete staff reports in advance of this presentation. Following adoption of the Plan, a resolution will be added to the Final Investment Strategy.

Task 4.4 Deliverables

- City Council Meeting - Presentation



Alta staff frame our work so that clients win implementation funding.

Strategy 5 Dashboard and Monitoring Tool

The Alta team will leverage our industry-leading expertise in safety analytics and visualization to develop a Dashboard and Monitoring Tool that illustrates the current state of safety in Palm Desert and identifies initiatives that move the City closer to its targets. This dashboard is also envisioned to provide City staff with a highly automated mechanism to maintain their safety dashboard, track progress, and take ownership of how data informs their efforts.

Task 5.1 Identify and Develop Content

Task 5.1.1 Systemic Safety Analysis Methodology Memo

Alta will conduct an initial review of available data sets prior to meeting with City staff. This review will incorporate Transportation Injury Mapping System (TIMS) or SWITRS data utilized for Collision and Gap Analysis tasks and other available data relating to infrastructure, safety conditions, and demographics such as OpenStreetMap and American Community Survey. The availability of Sheriff’s Department data and traffic operations center data will be assessed specifically for severe crashes that have yet to be processed through SWITRS. Additionally, Alta staff will review relevant planning documents such as the Local Roadway Safety Plan (2016) and Walk & Roll Bicycle & Pedestrian Gap Analysis (2022) to understand community needs and concerns along with relevant public input gathered in tasks 1 – 3.

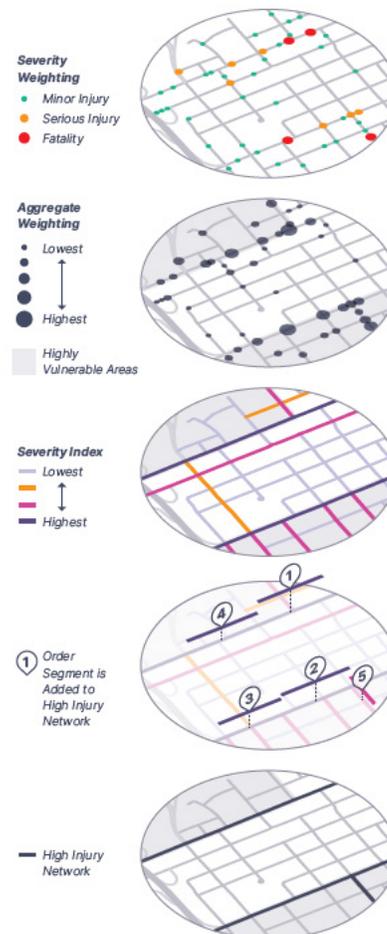
The Alta team will share the findings of this initial scan in a meeting with City staff along with any potential analysis implications based on data availability or fidelity. The Alta team will also solicit input on additional datasets available to the City and discuss potentially sensitive data that may require data sharing agreements or application of data scrubbing techniques in order to be incorporated into subsequent analysis and visualization tasks. For efficiency, Alta’s budget for this task assumes the use of readily available datasets.

Following these discussions, Alta will develop the Systemic Safety Analysis Methodology Memo which details the data inputs, methodologies, background information, data assumptions, and analysis outputs for each proposed analysis task and data deliverable in Task 5.

Task 5.1.2 High Injury Network Development

High injury networks (HINs) identify streets with the largest concentration of FSI collisions. These networks often illustrate that a small amount of improvable network can address the majority of FSI collisions. Alta will develop a HIN for the study area based on the risk implied from the intersection of the collision history with the street network to be cross referenced with related analyses included in the 2016 LRSP. These networks are often developed by a staged process of developing a risk index based on the collision types and severities and their intensity. Then, Alta will accumulate collisions to the network in the order of that index to identify a network with a significant proportion of collisions relative to the improvable length being targeted. Based on the appropriate threshold developed in coordination with feedback from City staff, Alta will create maps of a finalized HIN. Based on the HIN, Alta will take any analysis or available context and provide tabulations that explain the composition of streets, built form, and communities identified to be proximal to the HIN. In addition to supporting Dashboard and Monitoring Tool development, this analysis will also be used to inform the investment strategy prioritization in Task 4.2.

ALTA’S APPROACH TO DEVELOPING A HIGH INJURY NETWORK



Task 5.1.3 Countermeasure Identification & Evaluation

Alta will conduct an evaluation of citywide collision patterns in Palm Desert with an aim to identify a short-list of countermeasures that could mitigate the risk of severe collisions. Leveraging this short list, Alta will pinpoint 2-4 countermeasures founded on either collision attributes or risk factors pertinent to the contextual scenario of a collision. Collision factors could encompass the nature of vehicle code violations, or the modes of transportation involved in the incident, whereas potential contextual risk assessments could span vehicle, bicycle, and pedestrian risk factors. These risk factors may comprise data on the number of traffic lanes, posted speed limits, types of bicycle facilities, the built environment, lighting presence, transit stops, median widths, horizontal curvature of the road, intervals between crossing opportunities, and intersection characteristics like traffic control types and signal presence or phasing. Alta acknowledges that not all risk factors may be thoroughly inventoried in available data and will adapt our approach accordingly.

Following this analysis, Alta will allocate countermeasures to either specific collisions or broader areas identified as candidates for potential deployment. The final mapping approach will be tailored based on City staff preferences and the intrinsic needs of the project. Crash Modification Factors (CMF) and/or Crash Reduction Factors (CRF) that are widely used in the traffic safety field and readily available on the CMF Clearinghouse will be applied to the selected countermeasures to provide an estimated effect size for each. As appropriate, these countermeasures and their CMF/CRF attributes can be incorporated as a layer in the Data Dashboard to provide a useful safety improvement tool for the City and its stakeholders. Additionally, our identification and evaluation of countermeasures will be used to inform the investment strategy prioritization in Task 4.2.

Task 5.1 Deliverables

- Systemic Safety Analysis Methodology Memo
- HIN Maps and Tabulations
- Countermeasure Maps and CMF/CRS Assessment

Primary Collision Causes	FSI (%) ¹			Non-FSI (%) ¹			Grand Total (%) ²
	Active	Motor Vehicle	Total	Active	Motor Vehicle	Total	
Unsafe Speed	12.2%	20.9%	17.2%	10.0%	30.7%	25.7%	25.0%
Automobile Right of Way ³	7.5%	14.2%	11.4%	11.6%	19.3%	17.4%	16.9%
Improper Turning	8.6%	17.4%	13.7%	12.6%	15.6%	14.9%	14.8%
Traffic Signals and Signs	3.9%	6.5%	5.4%	5.8%	8.5%	7.8%	7.6%
Driving Under the Influence	2.7%	21.9%	13.8%	1.3%	8.5%	6.8%	7.4%
Pedestrian Right of Way ^{3,4}	28.8%	0.0%	12.2%	26.5%	0.0%	6.3%	6.8%
Wrong Side of Road	1.8%	6.0%	4.2%	6.5%	2.0%	3.1%	3.2%
Following Too Closely	0.0%	0.8%	0.5%	0.5%	4.1%	3.2%	3.0%
Other Improper Driving	1.6%	2.2%	1.9%	2.4%	3.2%	3.0%	2.9%
Pedestrian Violation	21.1%	0.0%	9.0%	9.3%	0.0%	2.2%	2.8%
Unknown	4.3%	2.3%	3.2%	4.3%	2.2%	2.7%	2.8%
Other Hazardous Violation	3.6%	0.0%	1.5%	3.7%	0.9%	1.6%	1.6%
Not Stated	1.6%	2.2%	1.9%	2.2%	1.2%	1.5%	1.5%
Other Than Driver (Or Pedestrian)	0.7%	2.5%	1.7%	0.7%	1.3%	1.2%	1.2%
Unsafe Lane Change	0.5%	0.5%	0.5%	0.5%	1.4%	1.2%	1.2%
Improper Passing	0.7%	1.3%	1.1%	1.5%	0.8%	0.9%	0.9%
Hazardous Parking	0.2%	0.8%	0.6%	0.1%	0.1%	0.1%	0.2%
Impeding Traffic	0.0%	0.3%	0.2%	0.1%	0.1%	0.1%	0.1%
Other Equipment	0.0%	0.0%	0.0%	0.1%	0.0%	0.1%	0.1%
Lights	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%
Brakes	0.2%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%

Collision cause analysis conducted for San Mateo County jurisdictions highlighting some of the most egregious factors.

Task 5.2 Design Data Dashboard

The dashboard design process will kick off with a meeting with the relevant staff to grasp the desires and expectations for the dashboard, aiming to unify understanding of design objectives, functional requirements, and data metrics to be visualized. Following this dialogue, a design document will be crafted for review, featuring screenshots of the expected user interface, tabs, and pages, alongside a narrative outlining the backend infrastructure, anticipated APIs, web interface design, and overall application architecture.

Upon receiving feedback on the initial design document, a finalized version will be developed. This document will reflect the design refinements based on the feedback and serve as a definitive blueprint for the dashboard design, marking a significant step towards its development and deployment.

We propose to build the Safety Data Dashboard using ArcGIS's Online (AGOL) Experience Builder using a guest login provided by the city to their ArcGIS Online / Portal infrastructure. Alta has used Experience Builder extensively to build highly effective and user-friendly data dashboards such as **Nashville's Vision Zero Data Dashboard**. In Alta's experience, AGOL provides a cost-effective deployment solution for cities to maintain and host their own applications over time and aligns with the City's existing use of Esri products. If desired, Alta can explore alternative solutions in close collaboration with City staff and assess feasibility for implementation in alignment with allotted budget.

Task 5.2 Deliverables

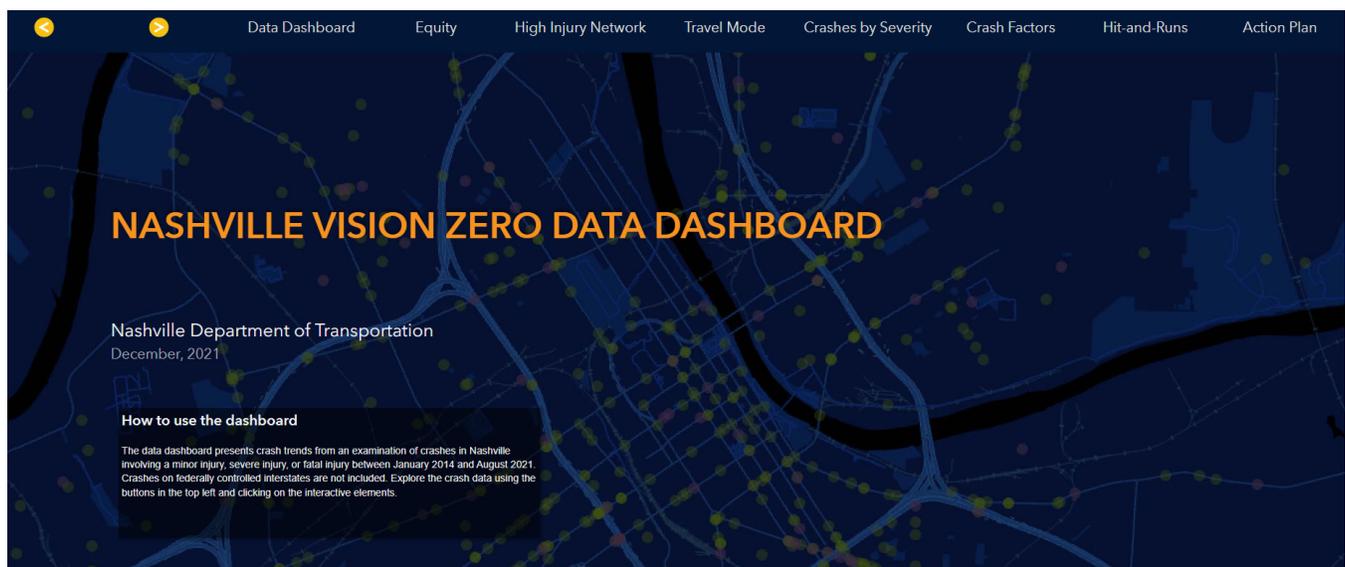
- Data Dashboard Technical Architecture Memorandum

Task 5.3 Develop and Implement Data Dashboard

Alta will build a Safety Data Dashboard that will contain key findings and narratives that illustrate the current state of safety in the region, identifies performance measures to track progress, and identifies solutions and countermeasures that can be implemented to move the city closer to meeting their Vision Zero goals. This dashboard is envisioned to provide the city with a highly automated mechanism to maintain their safety dashboard, track progress, and take ownership of how data informs their Vision Zero efforts. Alta will also develop a Technical Documentation Memorandum to accompany the Data Dashboard which synthesizes the Systemic Safety Analysis Methodology Memorandum developed in Task 5.1 and the Data Dashboard Technical Architecture Memorandum developed in Task 5.2 supplemented with basic instructions for end users of the Data Dashboard.

Task 5.3 Deliverables

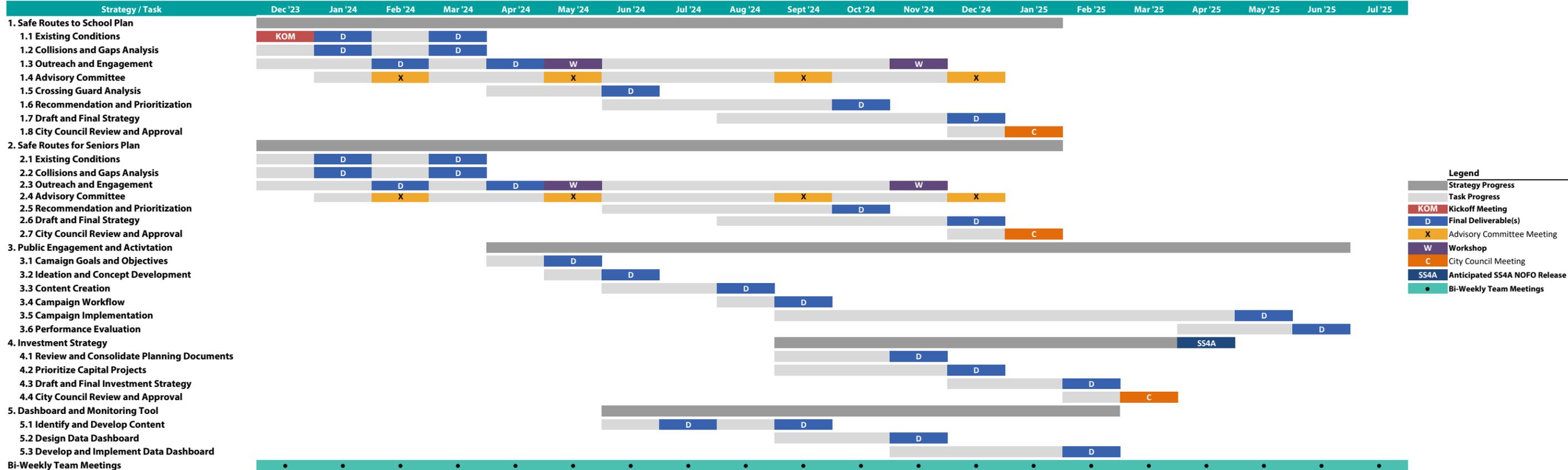
- Data Dashboard
- Technical Documentation Memorandum for Data Dashboard



Alta created a Safety Data Dashboard for the City of Nashville that enables intuitive and transparent tracking of its Vision Zero Action Plan performance.

Schedule

This proposed schedule reflects the scope outlined in this proposal and establishes an expedited yet achievable timeline to submit high priority capital improvements for FY25 SS4A Implementation Grant funding. The Alta team is flexible in our approach and looks forward to working with the City to finalize the scope and schedule to meet the needs of the project.



- Legend**
- Strategy Progress
 - Task Progress
 - KOM Kickoff Meeting
 - D Final Deliverable(s)
 - X Advisory Committee Meeting
 - W Workshop
 - C City Council Meeting
 - SS4A Anticipated SS4A NOFO Release
 - Bi-Weekly Team Meetings

Appendix



**PROPOSED AMENDMENTS TO FORM OF AGREEMENT
MK23.323 Palm Desert Vision Zero**

Legal Company Name: Alta Planning + Design, Inc.
State of Incorporation: California | Tax ID: 68-0465555
For all legal-related correspondence and information please use the following address:
711 SE Grand Avenue
Portland, OR 97214
(503) 230 9862
contracts@altago.com

Section / General Condition	Location	Proposed Amendment (Deletions in Red, Insertions in Blue)	Rationale and Benefit
Standard of Care; Performance of Employees	3.2.8 1 st sentence	Consultant shall perform all Services under this Agreement in a skillful and competent manner, consistent with the standards generally recognized as being employed by professionals in the same discipline in the State of California practicing in the same or similar locality, under the same or similar circumstances during the same period of time. Consultant represents and	By tying the performance to a defined Standard of Care which accurately describes performance under the local marketplace conditions during the same period of time, our warranty becomes insurable, thus protecting the City.
Period of Performance	3.2.9	Consultant shall perform and complete all Services under this Agreement within the term set forth in Section 3.1.2 above ("Performance Time"). Consultant shall also perform the Services in strict accordance with any completion schedule or Project milestones described in Exhibits "A" or "B" attached hereto, or which may be separately agreed upon in writing by the City and Consultant ("Performance Milestones"). Consultant will perform its duties as expeditiously as is consistent with professional care and skill and the orderly progress of the project. Consultant agrees that if the Services are not completed within the aforementioned Performance Time and/or pursuant to any such Performance Milestones developed pursuant to provisions of this Agreement, it is understood, acknowledged and agreed that the City will suffer damage	While Alta recognizes the importance of meeting performance milestones, strict adherence to the schedule might not be possible under certain conditions such as discovering unforeseen conditions. If tied to a defined Standard of Care, this will also become insurable.
Insurance	Waiver of Subrogation 3.2.11.2 (F)	All insurance coverage, except for professional liability, maintained or procured pursuant to this agreement shall be endorsed to waive subrogation against the City, its elected or appointed officers, agents, officials, employees, volunteers, and representatives or shall specifically allow Consultant or others providing insurance evidence in compliance with these specifications to waive their right of recovery prior to a loss. Consultant hereby....	

Fees and Payments	3.3.5 (new-add after 3.3.4)	During the life of this Contract, and in consideration of the City’s business needs, the Contractor may make requests for compensation adjustments. In consideration of market conditions, the City may allow an annual adjustment to compensation paid for the actual cost of services. Contractor shall submit the request for consideration, together with supporting documentation, before the anniversary date of this Agreement. The City will review the request and, at its sole discretion, make a decision. If accepted, the adjustment shall become effective on the anniversary date of the Agreement and will be firm for the remainder of the project.	To remain competitive in our field, we request reserving the right to adjust rates on a periodic basis.
Ownership of Materials and Confidentiality	3.6.3.1 second sentence;	This Agreement creates a non-exclusive and perpetual....All Documents & Data shall be become and remain the property of City, upon full payment to Consultant for Services rendered and accepted, and shall not be used in whole or in substantial part by Consultant on other projects without the City’s express written permission. ...Within thirty (30)...resolution of the dispute. In addition, Consultant shall retain copies of all Documents & Data on file for a minimum of fifteen (15) seven (7) years following completion of the Project and shall make copies available to City upon the payment of actual reasonable duplication costs. Before destroying.....	Ownership should transfer after payment for services provided and accepted; It is not usual to retain planning documents for 15 years. Seven years is customary.
Confidential Information	3.6.3.6	The city shall refrain...unless either: (1) Consultant fails to fully indemnify, defend (with City's choice of legal counsel), and hold City harmless....	Alta’s insurer provides counsel without our input
Indemnification	3.6.6.1	To the fullest extent permitted by law, Consultant shall defend (with counsel of City’s choosing), indemnify and hold the City, its officials, officers, employees, volunteers, agents, and representatives free and harmless from any and all claims, demands, causes of action, costs, expenses, liability, loss, damage or injury of any kind, in law or equity, to property or persons, including wrongful death, in any manner arising out of, pertaining to, or incident to the extent caused by any negligent acts, errors or omissions, or willful misconduct of Consultant, its officials, officers, employees, subconsultants or agents in connection with the performance of the Consultant’s Services, the Project or this Agreement, including without limitation the payment of all expert witness fees, reasonable attorney’s fees and other related costs and expenses except such loss or damage caused by the sole negligence or willful misconduct of the City. Consultant’s obligation to indemnify shall survive expiration or termination of this Agreement and shall not be restricted to insurance proceeds, if any, received by Consultant, the City, its officials,	Edits proposed to make this indemnity insurable-thus protecting the city Alta’s insurer provides counsel without our input; Holding a party “free” is not clearly defined; “Any and all” can also include the negligence of the City-this is not insurable; Our policy responds to a “caused by” trigger; Indemnity must be limited to negligence to be insurable; Attorney fees must be “reasonable” to be covered by insurance;

		officers, employees, agents, volunteers, or representatives.	Negligence can be concurrent, too. Alta's insurer will not indemnify an indemnitee for their own portion of negligence.
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